

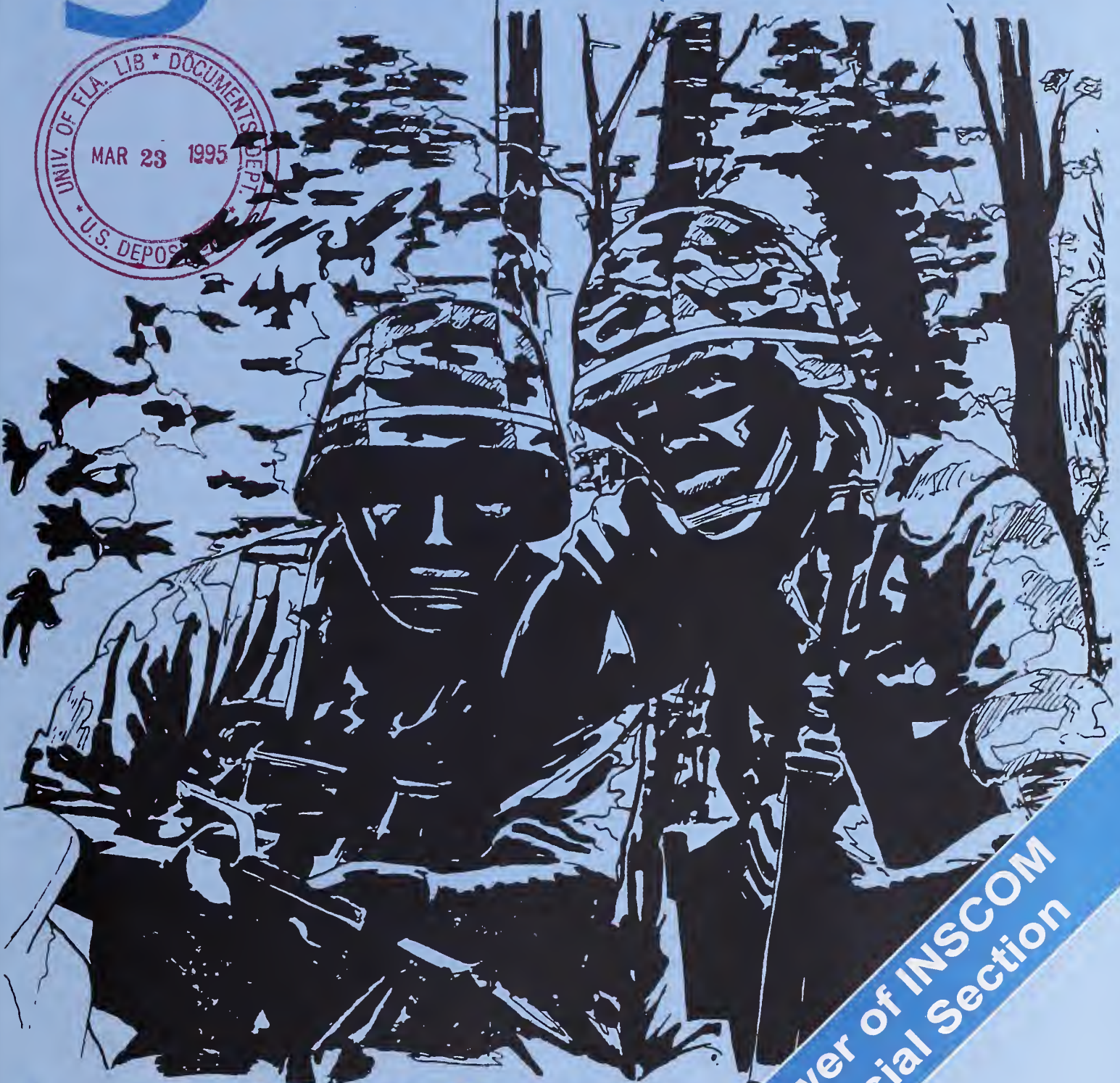
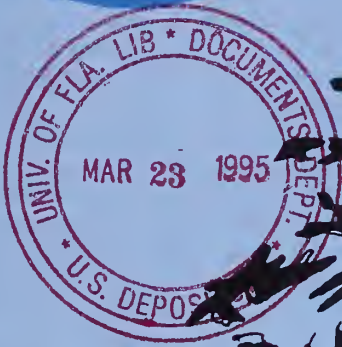
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INSCOM

JANUARY-FEBRUARY 1995

JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



21ST CENTURY WARFIGHTERS

**Power of INSCOM
Special Section**

"MISSION FIRST, PEOPLE ALWAYS"

As we begin the new year, I extend my best wishes to the INSCOM family for a healthy, happy and prosperous 1995. As we forge into the new year, *I want* to focus our efforts on the exciting challenges that lie ahead of us.

As the Army continues to change and mold into the Army of the 21st Century—Force XXI—INSCOM will also continue to develop as the premier intelligence force for the Army. Our three vectors—Reshaping the Force, Assuring Ground Components Access to National Intelligence Resources, and Looking to the Future will focus our activities and actions toward a successful transformation.

Some of these changes are already in place, such as the formation of the National Ground Intelligence Center (provisional) and the Regional SIGINT Operations Centers; while other changes, such as the formation of our two force protection brigades, the Defense HUMINT Service and the Land Information Warfare Activity (LIWA) are moving rapidly towards fruition.

As we reshape INSCOM, we will go from a force of 14,500 military and civilians to a leaner, more technologically oriented force of about 11,450 by fiscal year 1998. We will organize for force projection, capitalizing on the synergy of our mission areas to provide the warfighter on call, near-real-time intelligence worldwide.

As part of reshaping the force, we will look increasingly to the MI Reserve Component as an active participant in supporting warfighter requirements. With our direct training affiliations and other key programs, the citizen-soldier will play a vital role in INSCOM's ability to project our intelligence support and tailor force packages to specific theater or Joint Task Force (JTF) re-

quirements.

Everything we do must focus on supporting the warfighter in a joint or combined environment. From the equipment we employ through the architecture we develop, to the soldiers and civilians we train, supporting the warfighter must be our highest priority.

The Army Intelligence Master Plan is the overall process that will guide us in this endeavor. At its foundation is the INSCOM Investment Strategy. This investment strategy is our working, living document that will provide the focal point for identifying priority warfighter requirements, thus ensuring viable force structure and resources within INSCOM are prepared to meet these needs.

As the Army and technology change, so will our doctrine. The speed with which technology has been evolving offers us many opportunities to meet emerging intelligence requirements quickly with commercial off-the-shelf (COTS) and non-developmental item (NDI) procurements. As we pursue the newest technology, we must continually update our doctrine. Doctrine provides a common language which describes how we fight our nation's wars. It is everyone's responsibility to understand the framework in which we work. Keep abreast of doctrine and technology, for they are fast moving trains.

As we look into the future, information warfare will become a household word around the Army and INSCOM. INSCOM is key to the development of this capability through the Land Information Warfare Activity. We will attack our enemy's information systems, exploiting their weaknesses, while protecting our own information capabilities. This effort will be coordinated and synchronized through the LIWA.

We will continue to support the Army warfighting experiments



INSCOM Commander

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at our combat training centers and other locations as the Army begins its transition to Force XXI. We will also continue to deploy INSCOM soldiers to real world contingencies and operations other than war as the need arises.

In satisfying all these requirements, we will demonstrate INSCOM's effectiveness as a force multiplier, simultaneously satisfying national and tactical requirements and assuring the ground component access to national-level intelligence.

Nineteen-ninety-five certainly portends to be a busy year, and while I am sure that at times you will think that there is just not one more thing we can add to our plate, I want you to make sure that you keep just a couple more items on your mind.

No matter how busy you get, no matter how full your cup is, I do not want to sacrifice safety in our workplace. Whether in the field or in your office, you must think safety while at work or play. Please read my open letter on safety in this INSCOM *Journal*.

Lastly, I know the great people of INSCOM work hard. But all work and no play makes for a lousy work environment and life. Take the time to be with your family and enjoy life. These are the good old days. You earn leave every month—use it. I intend to take my leave and I want you to take yours. Thank you for a great 1994 and I look forward to a 1995 full of "Great Stuff." ✱

Trent N. Thomas
★



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The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va. Third class postage paid at Beltsville, Md. POSTMASTER: Send address changes to HQ USAINSCOM, ATTN: IAPA, *INSCOM Journal*, 8825 Beulah Street, Fort Belvoir, VA 22060-5246.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of AR 360-81. It is produced by photo-offset and serves the members of USAINSCOM and other members of the intelligence community. Circulation is 4,500 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal*, should be mailed to HQ USAINSCOM, ATTN: IAPA, *INSCOM Journal*, 8825 Beulah Street, Fort Belvoir, VA 22060-5246. Phone AC (703) 806-6325/5345 or DSN 656-5345. Fax AC (703) 806-5647 or DSN 656-5647.

INSCOM's Senior NCO Awarded Soldier's Medal

Command Sgt. Maj. James A. Johnson received the Soldier's Medal in a ceremony at Fort Belvoir, Va., in December. Brig. Gen. Trent N. Thomas, INSCOM commander, awarded his command's senior NCO the prestigious medal for heroism in peacetime.

Johnson risked his own life to rescue an accident victim from a smoking car Aug. 5, 1994, at Fort Belvoir, Va. The victim sat in his car, trapped with the steering wheel jamming his stomach and the dash pinning his knees. Gasoline spilled onto the victim from a leaking container inside the car. Johnson forced the right rear door open and squeezed inside. He grabbed a rag and applied pressure to the victim's bleeding head wound. Johnson volunteered to stay with the victim inside the car, reassuring him and giving first aid. (See INSCOM Journal, September 1994, page 3, for story.)

According to Capt. Anthony Perkins, Adjutant of INSCOM Support Battalion, the award of a Soldier's Medal is rare.

"According to the regulation, the Soldier's Medal requires the same degree of heroism as for the award of the Distinguished Flying Cross. I've been in the Army for six years,



U.S. Army Photo

Command Sgt. Maj. James A. Johnson received the Soldier's Medal from Brig. Gen. Trent N. Thomas.

and this is the first Soldier's Medal award I've seen or processed. Command Sgt. Maj. Johnson is well deserving of this award. It is indicative of his commitment to service," said Perkins.

INSCOM Retention Office "A Keeper"

Members of the INSCOM Retention Office received the DA Retention Award for Fiscal Year 1994 in

a ceremony during the Fiscal Year 1995 America's Army Retention and Transition Training Seminar on Nov. 1, 1994.

Held in Colorado Springs, Colo., Lt. Gen. Theodore G. Stroup Jr., Army Deputy Chief of Staff for Personnel,

honored the INSCOM professionals, who won for the third consecutive year.

The award is presented annually to each major command which meets or exceeds its initial term, mid-career and Reserve Component missions.



U.S. Army Photo

INSCOM Retention Office members accept a DA Retention Award for Fiscal Year 94. Pictured left to right: Sgt. Maj. Robert P. Anetz, Sgt. Maj. George P. Sluzenski and Lt. Gen. Theodore G. Stroup Jr. Not pictured: Sgt. 1st Class Lois M. Barber.

THINK SECURITY



ANTICIPATE YOUR SECURITY PROBLEMS

Prepping for Bold Knight

Story and photos by
Sgt. 1st Class Edith M. Davis

“low crawled all over those corn fields. They knew where we were up until the point we took the fork in the road, then we came up behind their fighting positions. That was when they turned the M60 (machine gun) on us,” said Staff Sgt. Charles Meade.

He described one of the opposition’s forces scenarios during the 202nd MI Battalion, 513th MI Brigade field exercise. The unit conducted soldiers’ skills training during the exercise, which gave the 202nd a dress rehearsal for the brigade’s larger semi-annual exercise, Bold Knight.

“The purpose was to deploy and set up in part as a prep for Bold Knight. It’s a soldier’s skill-type exercise and the new commander gets to see the battalion in action,” said Capt. Gavin Maguire, battalion personnel officer.

“The companies have been decentralized, so they’re conducting their own training, such as resisting interrogation, land navigation and night



Staff Sgt. Deborah J. Ross and Command Sgt. Major Robert C. Dillinger check the location readout on the Global Positioning System during training for Bold Knight.

driving. The troops are having a good time and we met the intent (of the exercise),” he said. ✱

Sgt. 1st Class Edith M. Davis is the Public Affairs NCOIC, 513th MI Brigade, Fort Gordon, Ga.



Sgt. Bernis Webb and Spc. Marcos L. Delvalle deploy an M8A1 kit during a class for the 202nd MI Battalion soldiers.



Photo by Keith McGrew

LAND NAV

CREATIVE SOLDIERS ■ Spc. Angelia Espinoza, left, Sgt. Allan Mirano, and Sgt. Penny Harter, all of the 500th Military Intelligence Brigade, plot coordinates during land navigation training.

Land navigation at the base of Mt. Fuji, Japan's highest point, provides a challenge and a big accomplishment

By Staff Sgt. Don Moore

Members of the 1st Platoon, Headquarters and Headquarters Detachment, 500th Military Intelligence Brigade recently completed a creative soldier development training exercise: Land Navigation at Camp Fuji.

After arriving at the base of Mt. Fuji, Japan's highest point, soldiers began the training with an overview of map reading and lensatic compass techniques by Staff Sgt. James Cayton, course safety NCO.

"This class was basically a reminder for those soldiers who have done this for years, and a reinforcement for soldiers who have learned the skill but had limited opportunities to practice them," said Cayton. "Also, this course (land nav) breaks up the monotony of training in an office every Thursday."

Sgt. 1st Class Adrian Pinn, HHD

first sergeant, briefed the soldiers on safety before Staff Sgt. Todd Phipps and Cayton divided the soldiers into teams of three and sent them on their way.

"With reinforced training, the soldiers were ready to accomplish their mission," said Phipps. "However, additional points made it a long day for some soldiers."

The trainers placed false markers at distances ranging from 20 meters to 100 meters from the correct point. In order to find the correct one, the teams needed to use a correct pace count and accurate azimuth degrees. After reaching their point, the teams oriented the map with the terrain to ensure they were at right place.

"I recently completed the Primary Leadership Development Course, and the training I received helped me very much to complete the course," said Spc. Elizabeth T. Aliipuleosavelio, COMTECH.

"I wish I would have had this type of training before attending school. This course is an excellent training opportunity for someone who will be attending PLDC in the future," Aliipuleosavelio said.

"Land navigation isn't something I do everyday and it's kind of challenging," said Spc. Angelia Espinosa, Detachment-J. "I'll be attending the PLDC soon, and this training has given me confidence in the area of land navigation."

Espinosa, Sgt. Penny Harter, S-3, and Sgt. Allan Morano, Intelligence Support Element, covered the rough terrain in two hours and 45 minutes, amid a consistent downpour. According to Phipps, the trio made excellent time.

Mission accomplished. ✂

Staff Sgt. Don Moore is the Public Affairs NCOIC, 500th MI Brigade Public Affairs Office.

REDTRAIN

Training Prepares Linguists for Wartime Document Exploitation Missions

By Sgt. 1st Class Tyrone Tarver

The National Ground Intelligence Center (NGIC), Charlottesville, Va., formerly known as INSCOM'S Foreign Science and Technology Center, offers a continuous Readiness Training (REDTRAIN) opportunity for soldiers with any MOS with a required language identifier.

Soldiers who participate in this program learn to provide detailed translations of foreign-language documents, based on the center's mission requirements in support of the war-fighting commanders-in-chief; task-force commanders; and national-level objectives. Soldiers also train in basic document exploitation skills including document collection cataloging, research, and foreign language recognition.

The Center's Military Linguist program provides a pool of qualified translators for possible contingencies, such as the massive collections of documents taken during Operation Desert Storm.

Program Manager Larry Williams sees this program as valuable peace-time training that prepares linguists to handle the war-time document exploitation mission.

When the program began in 1986, linguists were recruited initially to help with a large document exploitation requirement.

Today, NGIC's expanded program consists of three parts: an established REDTRAIN live-environment-training (LET) opportunity for both active and reserve linguists; individual mobilization augmentee (IMA) positions for Reserve linguists; and two remote document exploitation and translation (DEXTR) facilities.

Each DEXTR is a partnership between NGIC and the tactical military unit to enhance the command language pro-

gram at that unit while providing the center with timely and cost effective language support.

The 513th Military Intelligence Brigade and 110th MI Battalion both operate DEXTR facilities. Twenty-four soldiers from FORSCOM and INSCOM units, including the 519th, 110th, 104th, and 202nd MI Battalions, trained at NGIC during FY94.

According to David Wilson, chief of the center's Foreign Document Exploitation Office, the program shows a high success rate in improving the Defense Language Proficiency Test (DLPT) scores.

Wilson attributes the high scores at the center to the mentorship provided by NGIC's staff of experienced, professional translators.

The program's success helped the center gain almost \$41,000 in funds

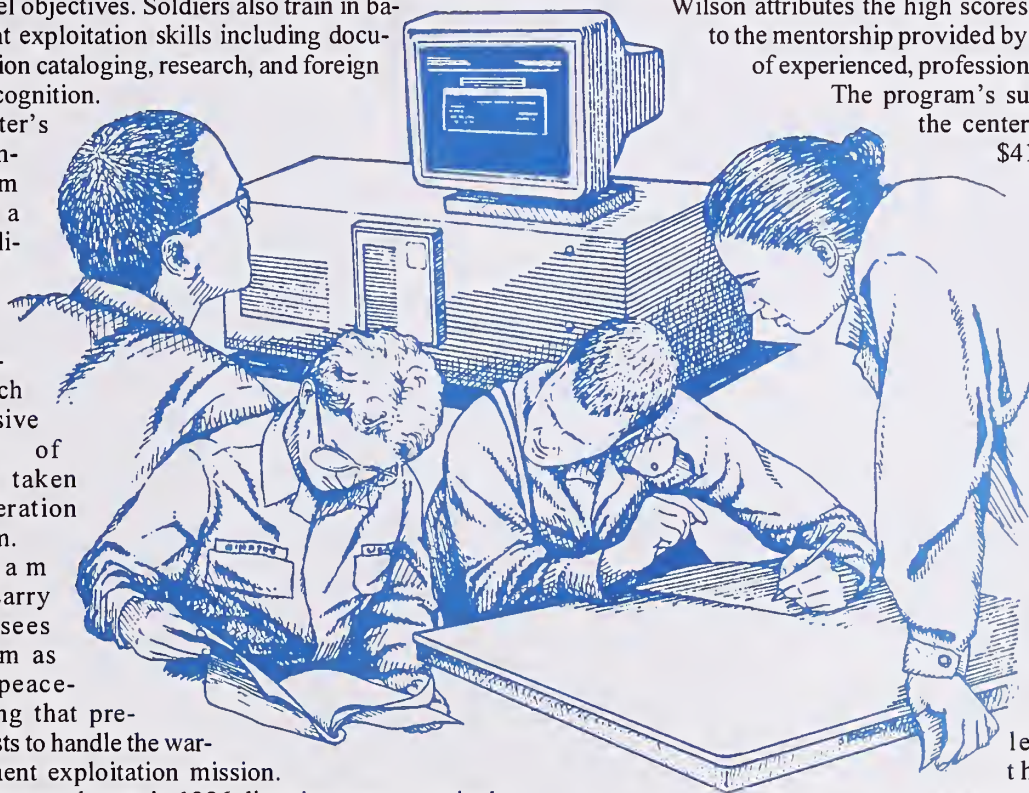
on a trial basis during the last half of FY94. As a result, almost all recent training was provided at no cost to the linguist's unit.

Soldiers selected for training should possess at least a level 2/2 on their most recent DLPT and

pass a NGIC diagnostic.

Unit commanders and command language program managers interested in using the MLP to enhance their current language training programs should contact Larry Williams at DSN 934-7487 or SFC Tyrone Tarver at DSN 934-7207. ☛

—Sgt. 1st Class Tyrone Tarver is a military linguist and program manager at the National Ground Intelligence Center, Charlottesville, Va.



WE REMEMBER

By Ellen Camner

The site was the revered Tomb of the Unknowns, Arlington National Cemetery, where the Army Counter Intelligence Corps Veterans on Nov. 8 commemorated the third annual "Day of Remembrance"—a wreath-laying ceremony in honor of fallen comrades in the CI family who lie at Arlington.

The official party included Mary Holland, Millard Dougherty, Mary Forster, and James Nix. Holland's husband, the late Col. Leland Holland, was an Iranian hostage, and Forster's husband Gene is buried at Arlington.

A contingent of other corps members looked on as the party walked in slow, measured steps and gently placed the memorial wreath in front of the monument, the most symbolic site at Arlington Cemetery. It stands atop a hill overlooking Washington, D.C., and bears the inscription:

**Here Rests In Honored Glory An American Soldier
Known But To God.**

As in the past two CIC Arlington ceremonies, the solemn changing of the guard was an integral part of the wreath-

laying, and many members of the CI veterans group described it as one of the most impressive of all ceremonies.

Before the event, a memorial luncheon was held at Fort Myer, Va., after which members departed, in escorted convoy, and assembled at the Arlington site.

During the luncheon, the roll of CI veterans who died in the past year was called. After the roll call, Ted Kraszewski presented "We Remember," a piece he wrote that spoke eloquently to the sacrifices and dedication of those who served their country in the counterintelligence arena.

The Army Counter Intelligence Corps Veterans was organized over a decade ago and promotes a sense of national unity, patriotism and sound citizenship through public information, publications and activities.

The association provides scholarship aid to children and grandchildren of those associated with the intelligence services of the armed forces. ✠

*—Ellen Camner is the
INSCOM Public
Information Officer.*



Photos by Robert J. Bills



Above, the official party representing the Army Counter Intelligence Corps Veterans pauses against the backdrop of the Tomb of the Unknowns. From left, Mary Holland, James Nix, Mary Forster and Millard Dougherty. Left, an "Old Guard" soldier guards the tomb. The wreath lies in the background.

KEEPING AMERICA'S ARMY STRONG

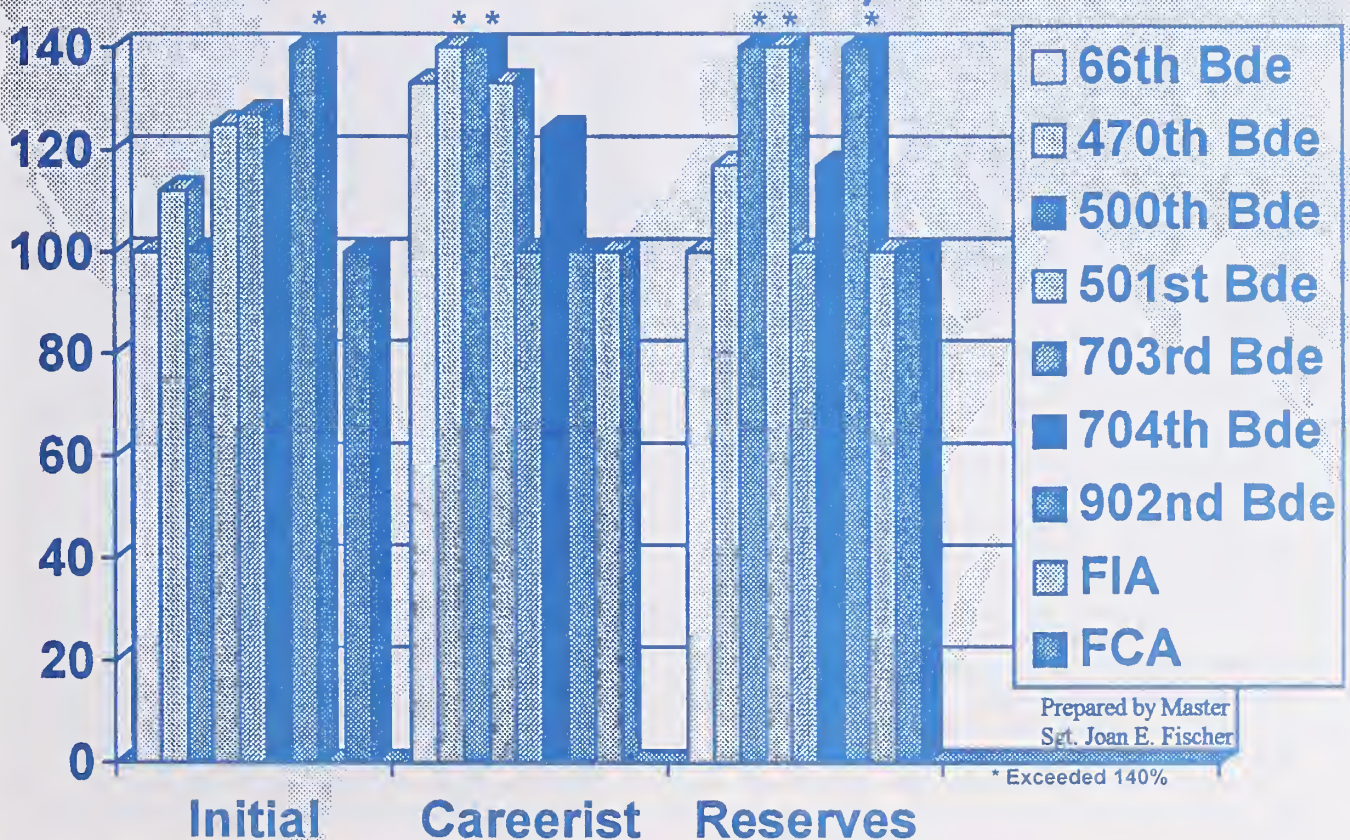
Congratulations to all INSCOM Commanders, Command Sergeants Major and Career Counselors of the units listed here for accomplishing the first quarter FY95 retention mission.

Each of these units met or ex-

ceeded mission requirement in three areas: initial term reenlistments, mid-career reenlistments and Reserve components.

INSCOM's success in the retention arena is reflected in the chart below. *Hooah!*

INSCOM's Leading Retention Rates for 1st Qtr, FY 1995



Altman Ends Second Career With Army

By Ellen Camner

In August of 1977, Ron Altman hung up his uniform and retired from active duty as a Chief Warrant Officer; but he didn't leave the service behind. He continued to serve the United States as a civilian employee and on Jan. 31, he hung up one more suit and retired as the assistant deputy chief of staff for logistics for the Intelligence and Security Command.

Altman leaves behind a legacy of professionalism, caring about people, great humor and decency.

As he embarks on "new adventures" and more time with "wonderful" grandson Justin, Altman looks back over a lifetime of service in and with the military.

"I was proud of my enlisted service," Altman said. "I think it molded my life. It was the most learning experience I ever had in my life. It taught me how to develop. It's one thing education doesn't give one. The bonding I've had over the years and the friendships made are very important to me—the camaraderie and trustfulness in the military, in peace and wartime."

His military career spanned the globe, taking him from basic training at Fort Dix, N.J., to Germany, Georgia, Massachusetts, and the Republic of Vietnam.

When he retired from the Army, he had earned the Legion of Merit (1 OLC); Bronze Star; Meritorious Service medal (1 OLC); Army Commendation Medal (3 OLCs); Armed Forces Expeditionary Medal; Good Conduct Medal (3 OLCs); National Defense Service Medal; Vietnam Service Medal (6 Campaigns); and the Republic of Vietnam Campaign Medal.

His unit awards include the Vietnamese Civil Action Medal, First Class, with Oak Leaf, and Civil Action Honor Medal (First Class).

As a civilian, he was awarded the Civilian Southwest Asia Service Medal.

These awards help show what Altman stresses—the opportunities that have come his way in the years since he managed his father's farm at the age of 12 in Medina, N.Y. "I was given the opportunity to advance my education. I've tried hard to mentor people, to give back what others had given to me—developing and preparing for future assignments," he said.

Among the logistical challenges over the years, Altman worked the closure of INSCOM's field stations around the world and served as the right hand of four INSCOM DCSLOGs. Because of his stalwart efforts, the logistics chiefs have been in a much better position to be effective, particularly in the strategic areas.

"Ron has kept us going," says Charlie Porter, chief, Management Division. "Mr. Altman has really been 'Mr.

DCSLOG.' He's a very warm, very people-oriented person and has lots of talents and hobbies—like restoring old cars. He could start another career if he wanted to. He's a great auto mechanic."

Those talents and the caring nature are evident when Porter recounts the time his car broke down.

"One day at Arlington Hall Station, the Wednesday before Thanksgiving, my car broke down. Ron said that if I would pick him up Saturday morning, he'd get my car started again. Sure enough, early Saturday morning I picked him up. It was pouring down rain. He spent all day fixing my car. How often do you have a boss working on your car all day long in the rain?"

Robert Demy, chief, Maintenance Division, echoes the oft-stated description: "Ron is very caring and people-oriented. He's been that way as long as I've known him and seems to sense peoples' moods. And he mentors younger people in the lower grades."

He's very easy to work with and a 'people-person' who cares about his people," says Diane Jones, a budget analyst. "He's always willing to listen to you, and his door is always open to everyone."

Ron Altman has lots of military awards to his credit, but it's the intangible things that he'll be remembered for—his decent actions and deeds to benefit others. And then, there's the humor that uplifts the spirit which will be sorely missed.

"Never take things too seriously in life," he says with a grin.

—Ellen Camner is the INSCOM Public Information Officer.

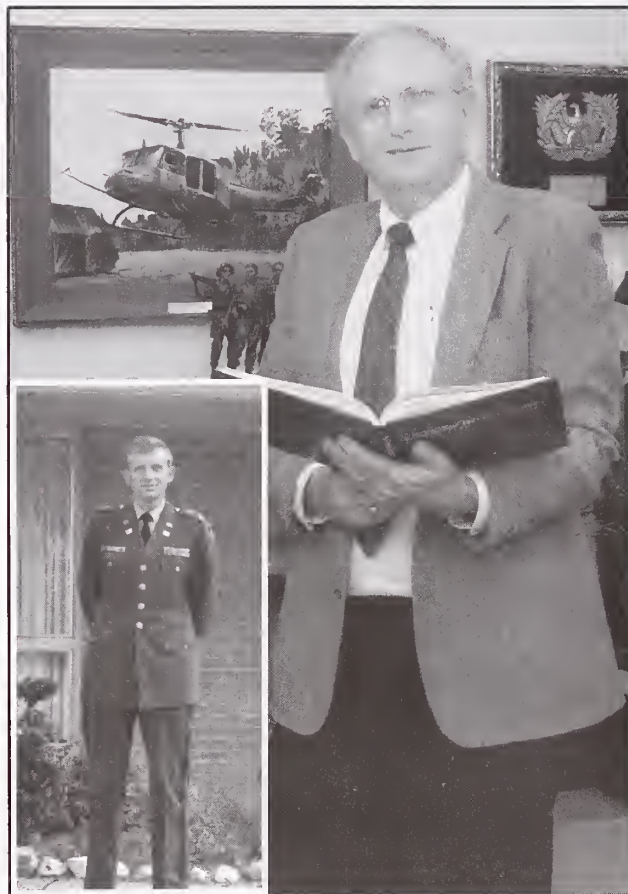


Photo by Robert J. Bills

RETIRING: Altman as he is retiring for the second time. Inset: Chief Warrant Officer Altman's last day in uniform, July 31, 1977.

An Open Letter from the Commander

*"Safety enhances our ability
to support warfighters."*

As your commander, it is my responsibility to protect the force. Safety is a command responsibility that cannot be delegated, and your involvement is essential for an effective Force Protection Program. I also hold every soldier, civilian and military family member personally responsible for safety.

Safety enhances our ability to support warfighters — both in peacetime and wartime. It is not an "add on" to what we do, but is an integral component in the successful accomplishment of any mission, any task, or any operation with which INSCOM personnel are involved. Accidents are caused by human error, materiel failure, and environmental factors. Risk management is designed to identify and control hazards associated with each our missions and will be the process used to create a risk balance in decision making for INSCOM.

Leaders will accept no unnecessary risk and will make decisions commensurate with levels of risks. Commanders will personally approve any high-risk mission. Your safety officers are your advisors and will assist you in this decision-making process.

Commanders must understand risk management and provide subordinates with your intent regarding the management of risks. Integrate risk management into training programs. We train in peacetime to wartime conditions and standards in our Mission Essential Task List (METL). We will enforce those same standards in war.

Safety is not a task of the METL — it is a condition and standard for every task.

Safety is fundamental to all quality management programs. In the workplace, it is integral and an important part of management. Everyone has expertise and can contribute. Encouraging employees to be involved with the safety program creates teamwork and ownership, and can even save lives.

An example of people taking individual responsibility for safety can be seen on the firing range. Anyone can and should call "cease fire" if an unsafe condition exists. All personnel within INSCOM are empowered to take on-the-spot action to avoid or neutralize any hazardous condition.

Safety awareness applies to everyone. We must consistently remind ourselves of the inherent dangers of our profession. Follow established rules, regulations, and procedures; train and execute to standard; and do not take or condone short cuts. Safety awareness that is properly developed and intuitively applied will become a sixth sense and will carry over into the home and off-duty activities.

Instill in your chain of command a safety ethic. Look out for your people, protect the force and sustain the mission.

INSCOM deserves nothing less than the protection of its personnel and mission assets.✂



TRENT N. THOMAS
Brigadier General, USA
Commanding

THE COLD WAR MAY BE OVER, BUT THERE'S NO LACK OF FOREIGN AGENTS FERRETING OUT OUR SECRETS.

By Connie Johnston

Even though *The Wall* has fallen and the Cold War seems to have warmed into peaceful relations, many foreign countries still conduct intelligence operations within the United States, its territories, and U.S. interests overseas.

Foreign agents seek our nation's secrets concerning foreign policy and trade, national defense, and scientific research. They also seek our unclassified technologic information and materials.

Foreign intelligence services need information from every aspect of our society. They conduct covert operations from within international organizations, embassies, consulates, universities, scientific and trade organizations, and scores of foreign trade companies and offices throughout the United States.

Foreign agents may take years to establish themselves before gathering information. They may pose as embassy consular staff members, secretaries, scientists, university professors and students, or business professionals. They search for information in government office buildings, military installations, apartment buildings, fitness centers, local restaurants and bars, diplomatic functions and dinner parties. Although foreign intelligence services employ a variety of intelligence gathering methods, much of the information they collect is readily available. Foreign intelligence officers scrutinize our newspapers, magazines, and unclassified professional publications for useful information. They use the

Freedom of Information Act to obtain information not readily available to the public.


Electronic surveillance is another method of gathering information. Spies sometimes use sophisticated equipment to selectively intercept in coming and outgoing telephone calls, in our offices, homes, and even our cars. They attempt to access unprotected automated information stored in the memories of government and corporate data banks. They try to photograph military and industrial activities by satellite and monitor military telecommunications traffic.

High-tech espionage is extremely important to foreign intelligence services and is a lucrative enterprise for unscrupulous U.S. and foreign business men. Agents use legitimate and bogus corporations to illegally purchase high-tech equipment. What they can-

not procure, they steal. The theft of high-tech plans, equipment, and maintenance manuals is common. Foreign countries save billions of dollars in research and development by using our technology to advance their military and economic positions.

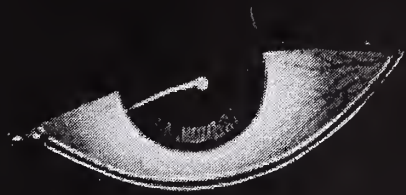
Foreign agents recruit U.S. citizens to disclose classified and sensitive information. The overwhelming majority of Ameri-

cans arrested for spying did it for money, not the ideology. Employees who are disgruntled, desire revenge, are burdened with financial debts, or have other personal problems (e.g., drug or alcohol abuse) are prime targets for the attention of foreign intelligence services. These employees initially may discover a warm and understanding friend who is willing to provide financial or "moral" support in exchange for information.



**"Foreign
intelligence
services need
information
from every
aspect of our
society."**

THR PROCEED W



EAT TH CAUTION

In some instances, unscrupulous Americans try to sell classified or sensitive information to foreign intelligence officers. A review of some court cases involving espionage shows that such disloyal behavior is *not* profitable. In fact, it is difficult to imagine what sort of personal gain would be worth risking 20 years to life in prison!

During recent years, convicted spies showed certain common behavioral patterns. Although not conclusive signs of employee espionage involvement, they signal potential employee espionage actions and should be reported to your supervisor, counterintelligence officer, or security officer.

Be wary of small talk with foreign nationals, especially questions about your background, hobbies, cultural and sports interests, travel desires, and personal preferences. Be cautious when accept-

ing invitations to dinner, cocktail parties, or recreational activities.

You must report any approach leading to "friendship" (as characterized by feelings of affection and/or obligation) by a citizen of a foreign country to your security officer.

You must immediately report:

1. Requests for classified or sensitive information.

2. Offers to exchange, or pay for, any kind of information. The exchanges are usually followed by requests for more specific information. In most instances, an intelligence officer begins the recruitment process by requesting the exchange of, or paying for, publicly available information. An employee is put at ease while the intelligence officer "documents" a pattern of payment or personal indebted-

ness for future exploitation.

3. Offers of sexual favors, especially in exchange for information. Intimate relationships with citizens of hostile countries should be avoided at all costs. This can lead to a very persuasive form of blackmail against employees in sensitive positions.

4. Ingratiating requests for assistance. Foreign intelligence operations pose a very serious threat to our national security. Current events make it all too clear that we must emphasize our responsibility to safeguard classified and sensitive information. To thwart potential foreign intelligence efforts against the United States, remember to safeguard all classified and sensitive information.

Report any illegal or unauthorized requests for classified or sensitive information and any offers to exchange or pay for the same. Report all known or suspected contacts with foreign nationals. Report all foreign travel as required.

Notify your supervisor, counterintelligence officer, or security officer about indications of potential employee espionage within your office.

1. Removal of classified or sensitive materials from the office without authorization and for purposes other than the performance of official duties. This may include making additional copies of material, retaining carbon copies, and/or placing the material into handbags, tote-bags, thermos bottles, etc.

2. Excessive overtime when the employee is most apt to be alone in an office where classified materials are stored.

3. Possible falsification of destruction records. An employee may be asked to sign destruction records certifying that certain classified documents were destroyed although the destruction was not witnessed.

4. Requests for information for which the employee does not have a "need-to-know" requirement, or volunteering for additional assignments which would require increased access to classified materials.

5. An unexplained increase in wealth (e.g., purchase of expensive real estate, cars, jewelry, clothing, an usual display of large amounts of cash or repayment of substantial debts).

6. Frequent travel within the United States or abroad for other than official or recreational purposes.

7. Falsification of travel documents and leave statements.

"The overwhelming majority of Americans arrested for spying did it for money, not ideology."

nationals of foreign countries beyond business requirements or without reporting as required.

9. Reluctance to take leave or temporarily give up an assignment.

Report any actions above to your supervisor, counterintelligence officer or security officer immediately. ✱

—*Connie Johnston is a security specialist with the office of the deputy chief of staff for security.*

Potential Employee Espionage Actions

1. Removal of classified or sensitive materials from the office without authorization and for purposes other than the performance of official duties. This may include making additional copies of material, retaining carbon copies, and/or placing the material into handbags, totebags, thermos bottles, etc.

2. Excessive overtime when the employee is most apt to be alone in an office where classified materials are stored.

3. Possible falsification of destruction records. An employee may be asked to sign destruction records certifying that certain classified documents were destroyed although the destruction was not witnessed.

4. Requests for information for which the employee does not have a "need-to-know" requirement, or volunteering for additional assignments which would require increased access to classified materials.

5. An unexplained increase in wealth (e.g., purchase of expensive real estate, cars, jewelry, clothing, an usual display of large amounts of cash or repayment of substantial debts).

6. Frequent travel within the United States or abroad for other than official or recreational purposes.

7. Falsification of travel documents and leave statements.

8. Continued association with foreign nationals of foreign countries beyond business or without reporting as required.

9. Reluctance to take leave or temporarily give up an assignment.

Report any actions above to your supervisor, counterintelligence officer or security officer immediately.



THE POWER OF INSCOM

A GLOBAL PERSPECTIVE

From an original manuscript by Capt. John F. Myers
With introduction by Col. Ronald W. Carter



This special pull-out section of the *INSCOM Journal* focuses on INSCOM's critical role in supporting Army, joint and combined warfighter plans, readiness and operations. While we support war plans and contingencies, we also meet ongoing intelligence-support commitments worldwide on the ground, in the air, and afloat. For example, we've been in Zaire, Macedonia, Kuwait,

Croatia, Somalia and the Adriatic Sea to support peacekeeping or humanitarian operations. We are forward deployed in many critical countries or regions such as Korea, Japan, Europe and Latin America. From CONUS, we project intelligence support to all hemispheres, from our power projection brigade and our CONUS-based special purpose commands such as the National Ground Intelligence Center, 902nd MI Group, 704th MI Brigade,

Foreign Counterintelligence Activity, Foreign Intelligence Activity, and Field Support Center.

"The Power of INSCOM" explains INSCOM's contributions under the five MI doctrinal tenets. It demonstrates how we reinforce other MI forces or constitute the direct support MI force commitment. The true "power of INSCOM" lies in the training and commitment of our soldiers and civilians and the unique, complementary support we provide to other intelligence contributors. We at INSCOM demonstrate this support in our ability to respond rapidly; marshal intelligence capabilities and focus on the crisis swiftly; and sustain operations. At INSCOM, we support the intelligence activities of warfighters at all levels—from the foxhole up.
—Col. Ronald W. Carter, deputy commander, INSCOM, Fort Belvoir, VA.

Concepts associated with the transition of America's Army into the 21st century and the intelligence doctrine, organizations and equipment providing critical support to future conflicts will challenge all MI leaders. Understanding INSCOM's role in the seamless intelligence architecture and the intelligence vision for the future—to include meeting the Army's intelligence needs—brings the mission into focus.

Mission

INSCOM supports warfighters across the spectrum of military operations—today, and into the rapidly evolving information age.

INSCOM is currently deployed and providing value-added intelligence support to warfighters in over 40 countries around the world.

The ability to leverage national capabilities via technical means is a force multiplier. Leveraging the intelligence capabilities of INSCOM can be viewed basically from two perspectives. Mission-focused intelligence products are disseminated whether combining the intelligence data of many INSCOM elements for use by a specific warfighter or providing intelligence data across the area of operations to all echelons.

Fundamentally, INSCOM fills two major roles: providing national agency and DoD intelligence support for decision-making, and providing intelligence support to warfighters. INSCOM leverages its national intelligence capabilities to support warfighters and bridge the intelligence gaps between the component, joint and combined/allied forces.

It will continue to provide multidiscipline intelligence, force protection, electronic warfare and information warfare support to commanders-in-chief, land component commanders and combined forces. INSCOM's unique and complementary disciplines and capabilities in human intelligence, imagery intelligence, signal intelligence, measurement and signature intelligence, technical intelligence, multidiscipline counterintelligence, counterdrug and intelligence production will always be key to conflicts, crises, and operations other than war.

Environment

Military operations change over time. Although the fundamental principles of war remain, historical lessons learned adjust how we employ those principles. Desert Shield/Desert Storm demonstrated the need for new methodologies in the conduct of intelligence operations. It was this conflict that initiated the transition of warfare into the information age.

The information age revolves around knowledge, computerization, digitization, simulation, virtual reality and associated advanced technologies. The MI doctrinal concepts provide the foundation for building accurate and timely intelligence and situational awareness across the spectrum of conflict.

These doctrinal tenets are the essence of force projection intelligence operations. The information age represents a new way of thinking and consequently, a new way of conducting intelligence operations in support of the warfighter.



America's 21st century Army will be a highly technical, strategically deployable, scalable and lethal force capable of conducting a vast array of military operations demanding significant intelligence capability. Tomorrow's Army will execute both contingency missions and unforeseen military operations that may include war or operations other than war.

In the 21st century, battle space will be a four-dimensional world of time, maneuver, distance and firepower. Mission execution will be through joint task forces or in concert with combined and allied/host nation forces.

Military contingencies will increasingly require agility, initiative, versatility, depth and synchronization. Most importantly, our Army will have more digital information and real-time situational awareness data available to the warfighter than ever before.

Intelligence soldiers, or "information warriors," will process vast amounts of data into a common relevant picture in a form which is mutually understandable for the battlefield commander. Information warriors will depend on the interoperability of intelligence systems, computer processors and communications systems from the tactical level to national intelligence data bases. Intelligence support to Third Wave (information) warfare is the capability and flexibility to provide relevant intelligence in all levels of hostilities.

INSCOM's commander, Brig. Gen. Trent N. Thomas says, "We execute our mission with uniquely structured units to provide focused, tailored support to both the warfighting commanders at the operational and tactical levels of war, as well as contribute to the national intelligence effort as a part of the national intelligence community."

MI Tenets

Force projection demands greater reliance on leveraging sanctuary-based national assets, indications and warning, intelligence enroute, early-entry operations, interagency coordination and joint/combined forces. INSCOM is uniquely organized to provide this type of intelligence support. Optimizing the MI doctrinal tenets and FM 100-5, Operations, INSCOM is clearly a premier force projection intelligence power. The multidiscipline and single source intelligence capabilities of INSCOM are unmatched by any other military organization, whether U.S., allied, or threat.

A key MI corps tenet is simple and direct: the commander drives intelligence. (See Figure 1) The warfighting commanders at each echelon must clearly identify their priority intelligence requirements and assist in the asset management of the intelligence "system of systems" for subordinate echelons. The senior intelligence officer coordinates the functions and intelligence scheme of maneuver to best obtain answers to the warfighter priority intelligence requirements at all echelons.

INSCOM provides unique, supplementary and complementary intelligence coverage beyond corps and below organic intelligence capabilities. Such INSCOM units as the National Ground Intelligence Center, human intelligence commands, theater brigades, 703rd and 704th MI Brigades, 902nd MI Group, and fixed station sites, to name a few, augment and reinforce the tactical warfighter. Technical intelligence and measurement and signature intelligence unique disciplines, growing in significance for the 21st century, are provided by special INSCOM units. All of these

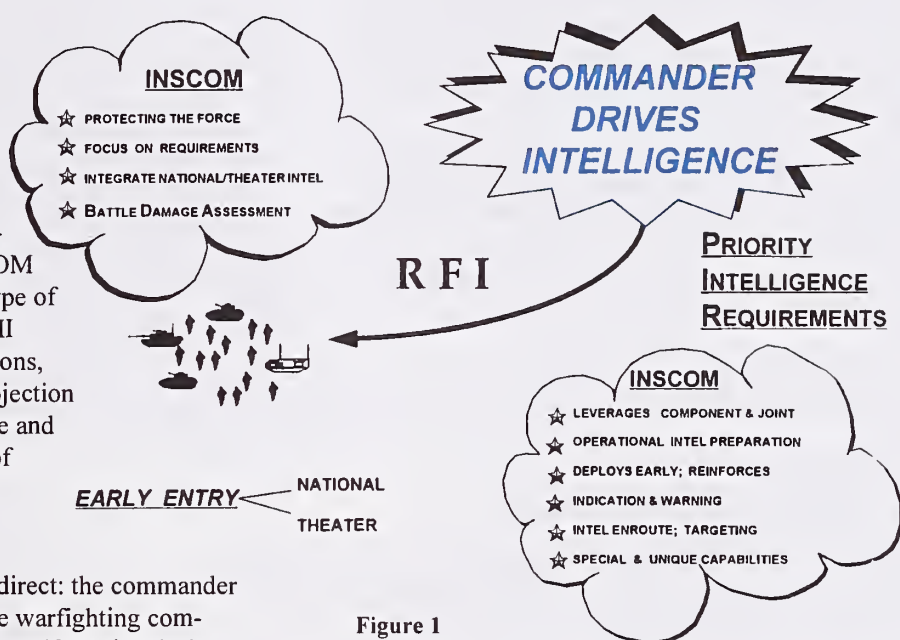


Figure 1

organizations leverage capabilities downward and focus on answering priority intelligence requirements from the national level to the lowest tactical warfighter.

With the end of the Cold War, intelligence focus has taken on a global magnitude. INSCOM provides both the component global/regional and specific tactical priority intelligence requirements focus for the force projection Army.

INSCOM constantly prepares for contingency operations; building all-source and single source data bases for the Army component, joint/combined forces and national agencies. Likewise, INSCOM can access volumes of intelligence available in national data bases or within DoD agencies and tailor a specific product for the warfighter at any echelon.

Intelligence Synchronization

The Army's collection management process, intelligence mission managers, intelligence requirements managers, and national/operational intelligence asset managers are embedded throughout INSCOM. (See Figure 2)

Synchronizing intelligence support to provide timely and accurate information to support warfighting commanders is the intelligence community's greatest contribution to military success. Providing warfighters with the ability to maneuver inside the enemy's decision cycle and maximize force projection combat power at critical decision points across the national-tactical spectrum is an INSCOM unique capability.

INSCOM provides critical pieces of information in support of battle damage assessment, intelligence preparation of the battlefield, contingency planning, database management and targeting to all intelligence echelons. Our seamless intelligence architecture is leveraged by INSCOM single source and multidiscipline intelligence organizations worldwide. These units will be enhanced by the new Army Command and Control Warfare-Intelligence Cell at INSCOM which will coordinate Army-wide information warfare support.

Additionally, INSCOM directs IEW synchronization with joint/combined forces and host nation elements via intelligence support elements. INSCOM will significantly bear the burden of synchronizing and coordinating national agency, joint and combined intelligence assets to most efficiently meet the ground component warfighter's requirements and stay out front in

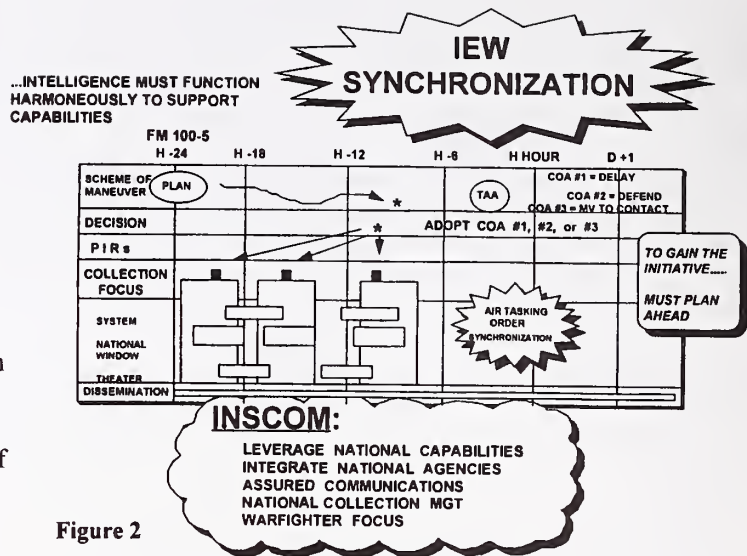


Figure 2

intelligence planning. In the 21st century, expect that no military force projection operations will occur without INSCOM.

INSCOM's commander, Brig. Gen. Trent N. Thomas said, "Soldiers operate from the forward line of our troops back through the national intelligence agencies. We provide seamless intelligence support from the foot soldier to the national level which is designed to provide responsive support to Army commanders—whether they are forward deployed, executing force projection operations or participating in operations other than war."

Split-based Operations

The essence of force projection is split-based operations. INSCOM consistently provides the warfighter at all levels both the reinforcing and augmenting intelligence support and connectivity to the theater-national intelligence systems and data bases. The broad spectrum of contingency-based requirements for force projection demands early intelligence support to the area of operations, intelligence updates enroute, and greater reliance on higher echelon intelligence or intermediate support bases located in either a rear or intermediate sanctuary. By design, INSCOM provides for the tactical to national split-based linkage with organizations such as the corps military intelligence support element at I, III, and V Corps and XVIII Airborne Corps. (See Figure 3)

The emerging analysis control element located at the theater MI brigades provides multiple split-based intelligence capabilities. To support early-entry intelligence

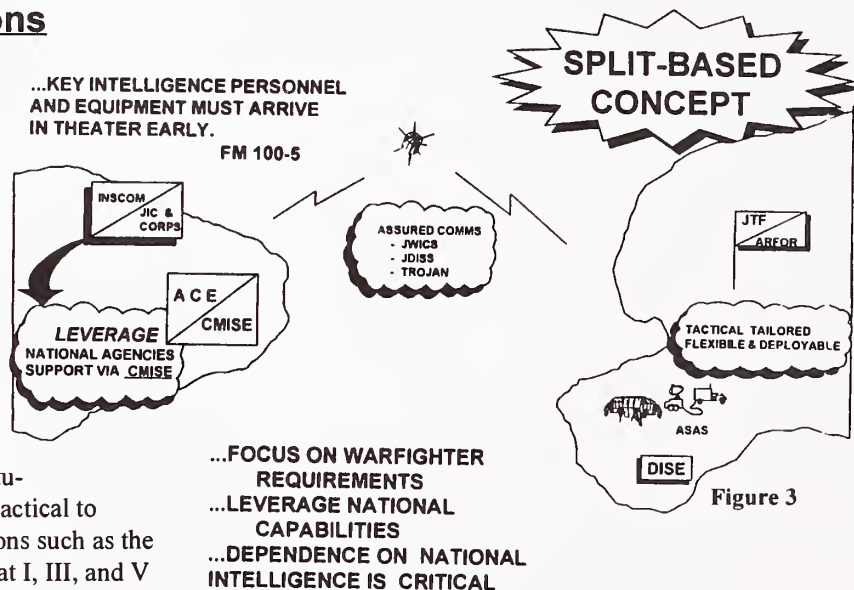


Figure 3

requirements, the theater analysis and control element (ACE) will be capable of sending a deployable intelligence support element to joint/combined and coalition force units or to any

component echelon. The deployable intelligence support element (DISE) will provide assured communications, automated intelligence fusion, and a broadcast dissemination or intelligence capability. Select INSCOM commands are capable of providing additional intelligence capabilities from sanctuary locations or a deployable intelligence support element above and beyond the corps military intelligence support element or theater analysis and control element.

INSCOM often constitutes the intelligence force in immature theaters and reinforces or augments the intelligence force in

more mature theaters. INSCOM's presence in Croatia, Iraq, Macedonia, Somalia and Latin America graphically portray our split-based capability and flexibility while clearly demonstrating Army and joint service dependence on INSCOM force projection intelligence support.

INSCOM's former commander, Maj. Gen. Paul E. Menoher Jr. said, "To be successful, every MSC (major subordinate command) in INSCOM must be prepared to deploy tactically tailored, tiered deployment packages and conduct split-based operations."

Broadcast Dissemination - Pull Intelligence

Support for intelligence in force projection requires assured communications to pass the volumes of digital intelligence data, imagery and associated reporting that warfighters need to answer specific priority intelligence requirements and information requirements.

High-tech common ground stations or pre-processors provide the G2/S2 elements with the capability to consolidate a common picture of the battlefield no matter what the echelon.

This skip echelon (See Figure 4) capability allows all commanders to pull intelligence data for building a common relevant picture and understand the battlefield. Because of the magnitude of intelligence data and some one-of-a-kind capabilities, INSCOM continues to play a key role in supporting the intelligence collection and dissemination process for decision-makers and warfighters.

This alone implies a greater communication and dissemination capability requirement for INSCOM in the future.

Without the acquisition or management of satellite communication and bandwidth access, force projection capabilities are diminished.

Robust, assured communication capabilities are being embedded in all INSCOM deployed units down to the team level. The challenge rests with INSCOM to bridge the interoperability-compatibility of intelligence communications, and intelligence fusion and processing

....AN ACCURATE PICTURE OF THE
BATTLEFIELD REQUIRES CENTRALIZED
DIRECTION, SIMULTANEOUS ACTION
AT ALL LEVELS OF COMMAND AND TIMELY
DISTRIBUTION OF INFORMATION... X
FM 100-5

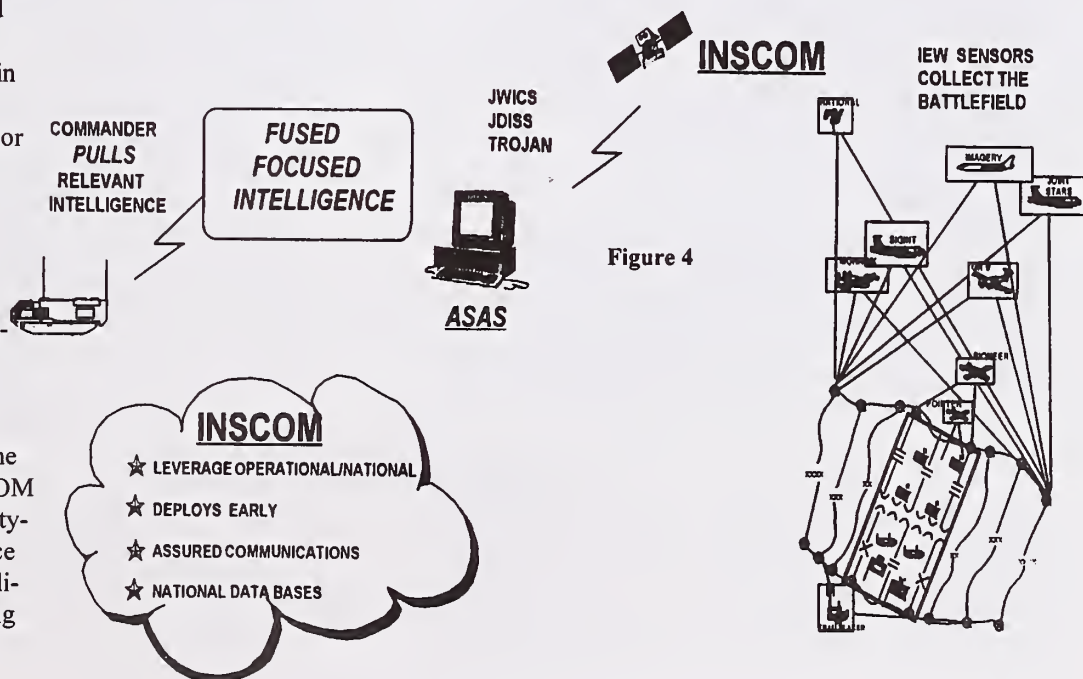


Figure 4

Tactical Tailoring

Always engaged during peace, war and operations-other-than-war, INSCOM is uniquely capable of providing tactically tailored, tiered intelligence support for any contingency across the entire scope of military commitment.

The reliance by the warfighter on INSCOM will grow exponentially more demanding in the 21st century in order to meet the intelligence requirements of Force XXI and a world of potential regional conflicts.

Our CONUS-based commands are training to deploy tactically tailored, tiered intelligence support packages to augment INSCOM's forward deployed commands, corps and below MI units, or directly support the crisis when the intelligence mission dictates.

Such organizations as the corps military intelligence support element, theater analysis and control element, and intelligence support element (ISE) demonstrate the INSCOM capability to tactically tailor intelligence support. INSCOM routinely demonstrates this concept whether in support of our national training centers (Operation Desert Capture II), exercises, presentations or demonstrations (Association of the U.S. Army conventions, VIP demonstrations), and live intelligence missions around the world.

No other single intelligence unit can provide such a diverse capability.

The information age will demand that all INSCOM elements be capable of deployment, sustainment, compatible communications, and relevant intelligence production for any regional operations at all echelons.

The augmentation (tactical tailoring) from the Reserve Component amplifies the intelligence capability of

TACTICAL CDRs AND UNITS ...WILL RELY
ON MORE SENIOR ECHELONS...
FM 100-5

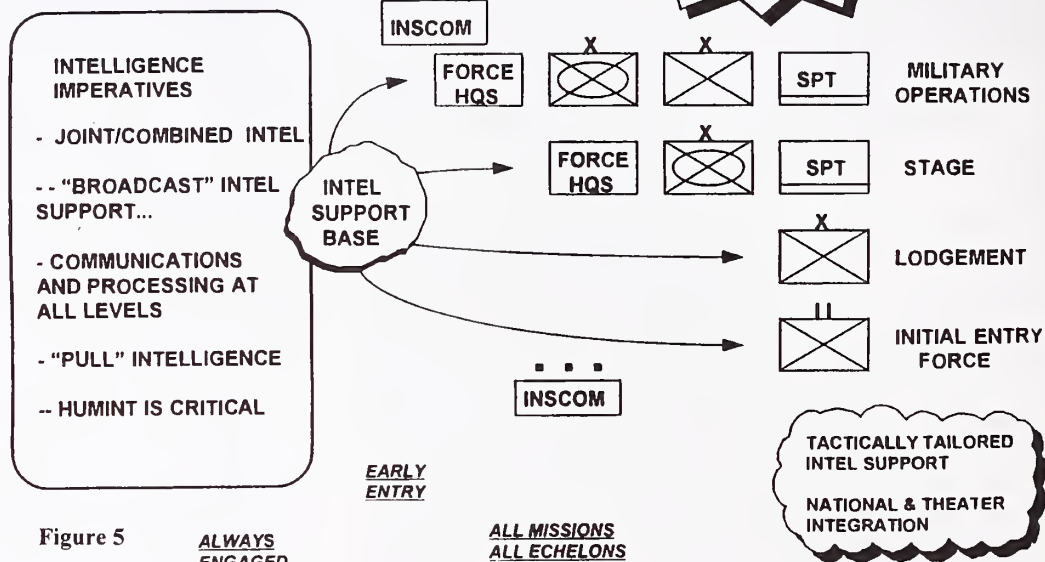


Figure 5

EARLY
ENTRY

ALL MISSIONS
ALL ECHELONS

INSCOM. Whether pulling from individual mobilization augmentees, National Guard or Army Reserve units, these intelligence soldiers will be in greater demand in the future.

The primary Reserve augmentation today is language based. Although this skill will continue to be vital in regional intelligence operations tomorrow; reliance on one-of-a-kind Reserve Component skills, equipment and organizations not part of the active intelligence forces will be the norm in the 21st century.

INSCOM Reserve elements will integrate into the active warfighting intelligence force at all echelons to leverage their unique skills and capabilities.

The citizen-soldier will be significantly challenged to acquire the common daily skills associated with the digital technology of an active duty information warrior. As with an emerging blur in distinction between echelons above corps level and echelons at or below corps level elements, similarly a blur will emerge between Reserve and active intelligence units. (See Figure 5)

Operational Employment

The task organization, and the command and support relationships of INSCOM elements executing the multitude of intelligence missions tomorrow will be complex. The tactics, techniques and procedures which will clarify these principles continue to evolve. The MI doctrinal

tenets, as discussed, form the basis for how INSCOM will organize for combat. A graphic interpretation assists in visualizing the power of INSCOM as leveraged from the strategic level to the lowest tactical level. (See Figure 6)

The diagram illustrates the Intelligence Support to Operations (ISO) process. It shows the flow of intelligence from National Agencies (NSA, CIA, DIA, NMJIC) through various units (ATCAE, INSCOM, NGIC, MI, SPECIAL COMMANDS) to the Theater MI BDE. The Theater MI BDE then provides intelligence to the JTF/CTF, which is supported by ARFOR and CMISE. The JTF/CTF also receives intelligence from the ACE (Air Force, Marine, Navy) and the COMBINED FORCES. The JTF/CTF then provides intelligence to the ACT (Air Force, Marine, Navy) and the ACT (Air Force, Marine, Navy). The diagram also shows the flow of intelligence from the JTF/CTF to the ACT (Air Force, Marine, Navy) and the ACT (Air Force, Marine, Navy).

Figure 6

Initiatives

INSCOM is responsible for numerous intelligence initiatives which will ensure the intelligence “system of systems” remains intact and more powerful in the next century. Mentioned previously, the C2W-I Center, theater analysis control element, and the NGIC (consolidation of Intelligence, Threat and Analysis Center and Foreign Science and Technology Center) are examples of INSCOM evolving to more efficiently provide intelligence support in the information age. Selected ongoing initiatives across INSCOM are the development of the Center for Cryptologic Operations, the evolution from

The battle lab charter focuses on doctrine, training, organizations, leader development, materiel and soldiers. Operation Desert Capture II, Prairie Warrior, General Headquarters Exercise-94, Association of the U.S. Army conventions, and Advanced Warfighting Experiments scheduled for FY95 are the showcase events for testing new or improved intelligence systems and software. The

Battle Lab organizations and LAM methodology facilitate the rapid acquisition and fielding of tomorrow's information age technology. All-source Analysis System (ASAS), Joint Deployable Intelligence Support System (JDISS), INTEL-LINK

and satellite communications provide small pieces of the framework from which INSCOM will leverage the national intelligence capabilities.

Challenges

The success of intelligence in the information age and the crafts of the information warrior are dependent on the human element.

Soldiers will always be the cornerstone to excellence because no technology can function without the soldier or civilian. Either on the battlefield or in sanctuary; basic soldier skills, courage, initiative, self-sacrifice, knowledge, training, leadership and team work will be the true measure of winning tomorrow.

The technologies and rapid improvements in software or hardware demand that each of us sharpens current skills and acquires the new skills required for the information age.

Significant attention in the evolution of training, communications, unit structures and equipment, Reserve force augmentation, software compatibility, simulations and virtual reality, lightweight and rugged computer hardware are a few of the challenges ahead.

Controlling the digital battlefield means not only using and protecting the use of the electronic spectrum but denying and manipulating enemy use.

Intelligence capabilities will be tied to digital-electronic

connectivity and have reliance on the geographic or physical connectivity of yesterday. The merging of civilian and military technology increases daily. Upgrading system software or digital cards will occur much more often, and compatability will be the rule not the exception.

Military intelligence is a leader in preparing the Army for the 21st century. INSCOM has a vital role in supporting a power projection Army. America's Army of the 21st century depends on the power of INSCOM to leverage our nation's intelligence capabilities.

Contingency based operations and regional focus mean that INSCOM must always be engaged in intelligence production and planning. INSCOM staffs and units must maximize each opportunity to experiment, test, train and demonstrate force projection concepts.

Understanding the 21st century intelligence vision is the first step in preparing for the information age and winning the military conflicts for tomorrow.

Harnessing the contributions, ideas and imaginations of all INSCOM will ensure that America's Army goes to war with the power of INSCOM to support it. ✂

This article does not represent official doctrine or policy. It is intended as a vehicle for informing and stimulating ideas and discussions to ensure that INSCOM will continue its role as the military's cutting-edge intelligence organization. We invite your comments.



"If you are a smokeless-tobacco user, the nicotine level in your blood is usually higher than that of heavy smokers."

More people use smokeless tobacco (chewing tobacco and snuff dipping) today than in the last 15 years.

If you think the odds of preventing cancer are better with smokeless tobacco than if you smoked, think again. The kill zone for smokeless tobacco users is the mouth.

Mouth cancer has been associated with smokeless tobacco users.

This kill zone may include cancer of the larynx (voice box), esophagus (food tube), nasal cavity, pancreas, kidney and bladder.

Smokeless tobacco users may experience other problems, such as oral red patches, oral white patches, gum disease, tooth loss, salivary-gland disease, bad breath, discoloration of the teeth and fillings, and slowed healing of mouth cuts and sores. It can cause gums to recede from teeth, leading to severe gum disease that can cause tooth loss.

Snuff and chewing tobacco contain nicotine, an addicting drug unique to tobacco. Nicotine enters your body through mouth tissues and reaches your brain within five to 30 minutes. It accelerates your heart rate, raises your blood pressure, and cuts the blood flow to your hands and feet.

If you are a smokeless-tobacco user, the nicotine level in

your blood is usually higher than that of heavy smokers.

If you dip snuff, your chances of getting mouth cancer are 50 times greater than someone who does not use smokeless tobacco.

If you drink alcohol (two beers or more per day) and use smokeless tobacco, your risk of mouth cancer greatly increases.

The best prevention treatment is to stop using smokeless tobacco. If you cannot stop, practice early detection methods. Inspect your mouth frequently for red or white patches.

One of the first changes you may see in your mouth is a reddened area where the tobacco rests.

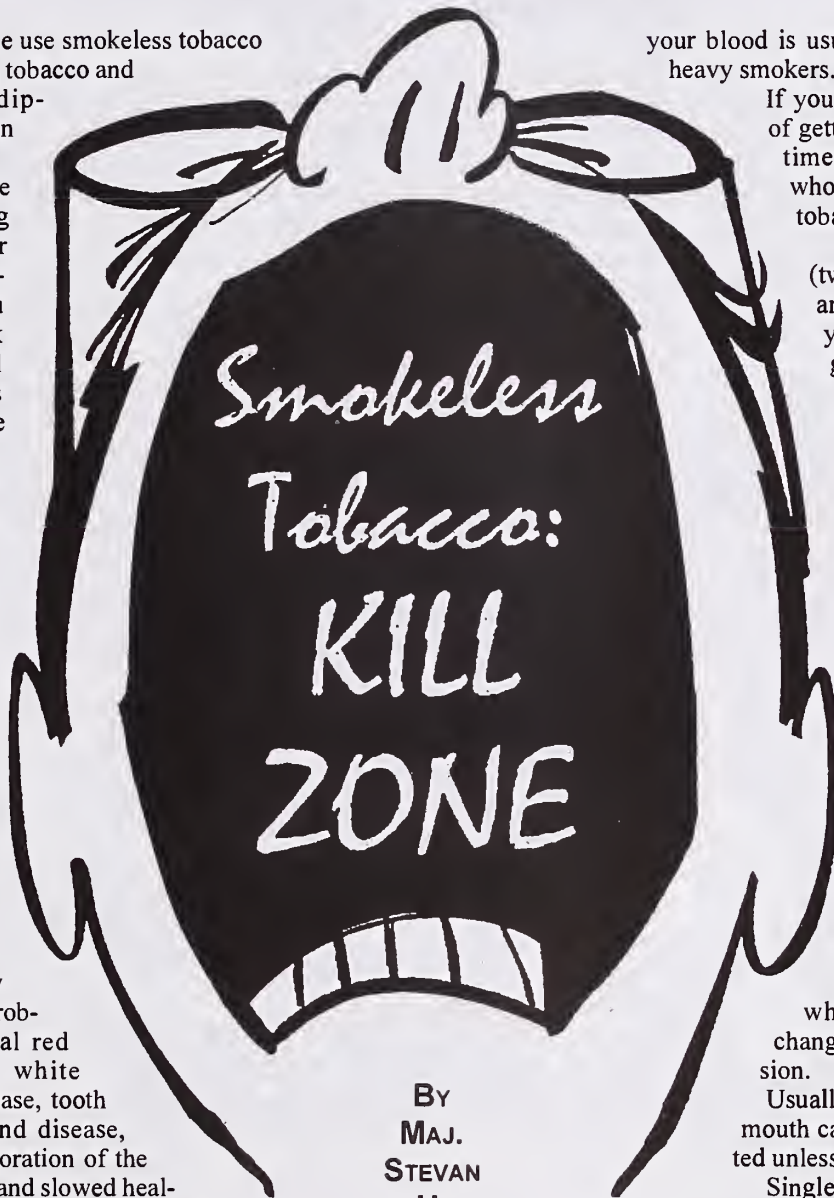
This area may gradually change from red to mostly white and look like the wrinkled, thickened hide of an elephant. This white area may begin to change to a pre-cancerous lesion.

Usually a painless development, mouth cancer may grow undetected unless an infection develops.

Single ulcers in the mouth that do not heal after two weeks may signal cancer. Report red patches, white patches or ulcers to your dentist or physician immediately.

Early detection and diagnosis of oral ulcers, red patches, white patches, or patches that are both red and white, can fight mouth cancer in the kill zone.

—Maj. Stevan H. Thompson is assigned to Tripler Army Medical Center, Hawaii.



BY
MAJ.
STEVAN
H.
THOMPSON

Linguist Lifeline

By Chief Warrant Officer Tim Jones

From The Top

Have you thought about a career as a Warrant Officer? The Army needs qualified soldiers to apply for Warrant Officer appointments. If you are proficient in foreign languages, especially Korean, we need you.

The next Army Language Committee meeting will be in February. Agenda items include the proposal to award up to 50 promotion points to soldiers in a language dependent MOS and make language proficiency a mandatory entry on the NCOER and OER.

INSCOM Language Branch will present several proposals for consideration and matters of concern for discussion.

Key among these is a proposal to combine resident language instruction at the Defense Language Institute (DLI) with incountry immersion to improve level 2/2 graduation rates. The proposal suggests that formal course length at DLI can be reduced and in-country immersion training added, resulting in increased proficiency at graduation in less time and cost.

Of concern to INSCOM's Language Branch is the impact of the new AR 611-6, Army Linguist Management, and the requirement to provide remedial language training for one year to soldiers who fail to meet the established proficiency level 2/2. Also of concern is the possibility that some soldiers not in a language dependent MOS may request their SQI "L" be withdrawn. While this may reduce the number of subproficient linguists, it has an obvious impact on readiness.

INSCOM News Makers

INSCOM Language Branch will announce nomination criteria for the

INSCOM Linguist of the Year award by formal message this spring. We encourage all major subordinate command commanders to participate.

HQ DA DCSINT will use our program as a model to develop a DA Linguist of the Year Program.

INSCOM Language Branch announced nomination criteria for the Summer Language program.

SLANG is a National Cryptologic School (NCS) program which promotes linguist development by funding summer language training at universities and institutions. CDR INSCOM msg dtg 011430Z Dec 94 provides nomination criteria.

Alma Mater Files

Defense Language Institute recently reported the proficiency rates for students graduating in FY 94.

In the easiest of the language categories, Category I (Spanish, French, Italian, etc.), 76.1% of all graduates met the proficiency level 2/2 standard. In Category II languages (German, Romanian, etc.), 79.1% met the standard. In Category III languages (Russian, Persian Farsi, etc.), 82.8% met the standard. For the most difficult languages, Category IV (Chinese, Japanese, Korean and Arabic), 49.5% met the standard.

The Monterey Institute of International Studies Bookstore, 434 Pacific St., Monterey, CA., has a wide variety of language books. They will special order any foreign language book in print or help you find the books you need.

LINGNET is a computer bulletin board operated by DLI. It has computer assisted language study programs, foreign language survival kits, foreign language word processing programs as well as DLI news. Access

it by using a computer and modem to call DSN 878-5333 or commercial (408) 647-5724. For system operator assistance, call DSN 878-5724.

Need Money?

The NCS has established a Cryptologic Language and Area Studies Program (CLASP) which funds low density language training.

Major subordinate commanders having language requirements in low density languages can tap this fund to get linguists trained.

In some cases, CLASP can also be accessed for training in other than low density languages.

Tell Me...

Q. Why must one have level 2/2 language proficiency to be nominated for the NCS-sponsored Summer Language (SLANG) program?

A. The SLANG program is "designed to help upgrade the skills of linguists through the use of full-time intensive summer language programs."

The objective is to "afford level 2 linguists the opportunity to enhance and upgrade their language skills to level 3."

The SLANG program helps the services go beyond minimum proficiency requirements and develop a professional linguist force.

Feel free to contact us, Chief Warrant Officer Tim Jones or Ronald Weaver: DSN 235-1458 or commercial (703) 706-1458. Contact branch chief Ron Weaver: DSN 235-1502 or commercial (703) 706-1502. ☞

—Chief Warrant Officer Jones is a staff language technician with the INSCOM Language Branch, Fort Belvoir, Va.

Gypsy Moths

Inspect early to avoid delays in U.S.-bound shipments!

By Rudi Williams

A heavy infestation of flying Asian gypsy moths plagued Germany last year, giving military traffic management specialists a twofold headache: preventing delays in U.S.-bound personal property shipments and stopping the moths from "hitchhiking" to America.

U.S. European Command officials levied new inspection requirements called the Agriculture Selective Enforcement Program. Last year, Department of Agriculture specialists inspected for moths in Germany, according to Norman W. Kaucher, European Command's military customs staff coordinator.

The discovery of the moths last May halted shipment of hundreds of privately owned vehicles, household goods and military equipment coming from Germany, said Donald Dette, a Military Traffic Management Command traffic management specialist in Falls Church, Va. "Agriculture inspectors stopped everything for about two weeks," he said.

The delays occurred when agriculture inspectors unpacked containers and boxes and inspected the contents, fumigating when necessary, before repacking. The 100 percent inspections ended in June when inspectors determined the moth egg hatch date

had passed, Dette said.

Now agriculture and military officials are worried about eggs laid this year causing shipment delays when they hatch this spring. This year, military customs inspectors rather than Department of Agriculture inspectors will

families must ensure their property is clean and free of moth infestation before packing to preclude longer shipment delays at U.S. ports of entry.

Everyone returning from Germany is interviewed as part of out processing. Part of the interview centers around swing sets, barbecue grills, outdoor furnitures, outdoor toys, bicycles and anything else stored outside.

"Military inspectors will go to the person's home to verify items are free of moth contamination," said Kaucher. Finding the little bugs and their larva (caterpillar) is a complicated, difficult task because they crawl inside tiny, hard-to-see places.

Unlike the European moth that normally eats hardwood trees and about 250 types of green plants, the Asian moth eats hardwood, softwood and over 400 different plants. Softwood trees don't recover from defoliation by moths, according to Kaucher. In the U.S. alone, gypsy moths have defoliated

up to 13 million acres of trees in one season.

Dette said traffic management officials want to stop Asian moths from spreading from Germany to other European countries where American troops are stationed. "This isn't a one-time problem that's going to be solved this year and never occur again," he emphasized.

—Rudi Williams writes for the *American Forces Information Service*.



inspect items *before* they are packed and crated.

"The Department of Agriculture said anything coming out of Germany is considered suspect for the moth infestation," said Kaucher. "If Agriculture isn't satisfied with our inspections, they'll take over again, which would cause more shipment delays. We prefer not to have any delays, so we have to do our thing over here to prevent that."

Kaucher emphasized service members, civilian employees and their

WW II in the Pacific: Rabaul

By J. P. Finnegan

In July 1942, the Joint Chiefs of Staff (JCS) directed its subordinate commanders in the Pacific, General Douglas MacArthur and Admiral Chester Nimitz, to capture Rabaul. The Japanese had recently set up this big new base on the island of New Britain in the Bismarck Archipelago. Japanese air, naval, and ground forces based in Rabaul posed a threat both to the Australian continent and to the sea lines of communication that linked Australia to the North American mainland.

Under the terms of the initial JCS directive, Rabaul would be conquered through a simple three-step program, beginning with the occupation of the islands of Tulagi and Guadalcanal in the Eastern Solomons. Accordingly, Army troops were committed to battle, both in MacArthur's Southwest Pacific Area (SWPA) and in the South Pacific Area that formed one of the subdivisions of Nimitz's immense command. However, U.S. forces at first lacked both the quantitative and qualitative superiority necessary to carry out the mission. By the spring of 1943, after months of jungle fighting and heavy losses, MacArthur and Nimitz had carried out just one of the projected three steps needed to eliminate Rabaul.

In the spring of 1943, the Joint Chiefs of Staff issued new directives for the campaign against Rabaul, significantly realigning mission responsibilities in the process. Under the initial plan, Rear Admiral William "Bull" Halsey, Nimitz's subordinate commander in the South Pacific Area, had been responsible only for occupying Tulagi and Guadalcanal in the Eastern Solomon Islands, both of which lay within the limits of his command. MacArthur's forces in SWPA were supposed to carry out the remaining tasks necessary to storm Rabaul, seize Lae and Salamua on the north coast of New Guinea and occupy the remaining Solomon Islands as preliminaries to the final assault. Obviously, this arrangement was impracticable. Not only would MacArthur need the Navy's help to mount the necessary amphibious operations, but Halsey had more ground forces at his disposal than MacArthur himself.

To solve--or perhaps evade--the problem of who should exercise overall command in the campaign against Rabaul, the Joint Chiefs of Staff arrived at a Solomonian division of labor. They decided that Halsey would operate under MacArthur's "strategic direction" for the duration of the campaign, but would continue to serve under the command of Nimitz. MacArthur would be in a position to coordinate the envisaged two-pronged assault on Rabaul, sending his own troops up the north coast of New Guinea while Halsey's forces advanced along the ladder provided by the chain of

"Our original plan allotted 15,000 men to wipe out the 9,000 Japanese on New Georgia; by the time the island was secured, we had sent in 50,000. When I look back...the smell of charred reputations still makes me cough...."



U.S. Army Photo

Coastal marshes and disease-ridden jungles slowed the American forces' progress to a crawl in the South Pacific. Between 59 and 100 soldiers collapsed daily with combat fatigue.

Solomon Islands. The arrangement ensured that Nimitz would retain undivided control of the whole Pacific Fleet. The Navy had no intention of letting an Army general command its aircraft carriers, especially since the Navy was already planning to mount its own separate and independent campaign against Japan in the Central Pacific.

In late April 1943, Halsey flew to Australia to confer with MacArthur. Meeting for the first time, the two commanders established a good rapport. Their staffs quickly set in place detailed plans for Operation CARTWHEEL, the capture of Rabaul. Planning called for a series of 13 separate but synchronized amphibious landings by the combined forces of MacArthur and Halsey over an eight month period. The advance was to be conducted in short bounds, with troops always remaining under an umbrella of land-based fighter cover. Once troops seized an objective, they would hastily construct an airstrip, paving the way for a further advance. In MacArthur's words, the essence of CARTWHEEL was to be "the calculated advance of bomber lines through the seizure of forward bases."

This meant that in the South Pacific, operations would truly be "triphibious." Army ground forces would operate in closest conjunction with the Army's own air component

as well as with the Navy and Marine Corps. As a corollary, the Army's air arm would function in a tactical, not strategic role. As the official Army Air Forces history pointed out, "Here were no strategic targets in the European sense; the enemy's centers of production lay far beyond any bomber based on Guadalcanal. Here, nearly all targets were tactical...."

In the South Pacific context, this tactical use of air power meant interdiction--blasting bases and sinking ships--rather than close air support. The location of the front lines was usually screened by jungle canopy, and air-ground coordination mechanisms had not been developed. Attempts to provide close air support could prove as dangerous to the Americans on the ground as to the enemy.

At the end of June, MacArthur launched CARTWHEEL. On the night of June 29-30, American troops landed at Nassau Bay on the north coast of New Guinea, within striking distance of the Japanese bases at Salamua and Lae. Since American forces in SWPA were still in the process of building up, this was hardly an operation on the scale of D-Day. Thirty assault crafts (including two captured Japanese barges) manned by the 2d Engineer Special Brigade carried a single battalion from the 41st Infantry Division to the land-

ing grounds under the escort of three PT boats. A day later, two of MacArthur's separate regiments made unopposed landings at Woodlark and Kiriwina Islands, tiny flyspecks off the northeast coast of Papua that were just large enough to support to support airbases. Concurrently, Halsey's forces attacked the New Georgia island group in the Central Solomons, landing small forces at strategic points on the periphery before committing two regiments of the 43d Infantry Division against Munda airfield, the main objective.

Success did not come easily on either New Guinea or New Georgia. On New Guinea, a single regiment of the 41st Infantry Division drove slowly and painfully through coastal marshes towards Salamua. On its inland flank, an Australian brigade trudged through the disease-ridden jungle converging on the same objective. Determined Japanese opposition and hideous living and fighting conditions turned both advances into crawls. Salamua was 20 miles from Nassau Bay, but it took American forces over two months to get there. On New Georgia, things initially went no better.

On New Georgia, Army operations were hampered by a tangled command structure as well as by the intractable terrain and an unyielding enemy. Against the advice of Halsey's senior Army leadership, the commander of the 43d Infantry Division had been dual-hatted as com-



Signal Corps Photo

American officers of the spotting air section get information through the radio at Dulag, Leyte Island.



U.S. Army photo

Neutralization of the huge Japanese base at Rabaul proved to be the first step on what one American general called “our jungle road to Tokyo.”

mander of a joint Army-Marine occupation force. He reported to a Navy rear admiral and was responsible for conducting ground operations around the periphery of New Georgia as well as for carrying out the main assault on Munda airfield. Overburdened by a too-broad span of control, he failed to exercise decisive leadership when his raw division faltered before heavily fortified, jungle concealed Japanese positions.

In any event, the battle for Munda turned into a repetition of the earlier struggle for Buna. Held in check by fanatical resistance, bewildered by the jungle and sapped by an oppressive climate, the men of the 43d Infantry Division quickly fell prey to disease and demoralization. Almost impassible terrain hampered efforts to push supplies forward to the troops. Between 50 and 100 soldiers fell out of the line each day with cases of combat fatigue. Sent in to assess the situation, the commanding general of XIVth Corps, Major General Oscar W. Griswold, tersely radioed back to headquarters that “things are going badly;” the 43d was “about to fold up;” and major reinforcements were urgently needed.

In response, the XIVth Corps was placed in charge of operations on New Georgia; two fresh divisions were brought in: and the unfortunate commander of the 43d Infantry Division was ultimately relieved. Additionally, the chain of command was restruc-

tured: Griswold now reported to Halsey’s senior Army general, not to an admiral. Even with massive reinforcements, however, Munda did not fall until 5 August, and fighting elsewhere in New Georgia and its outlying islands sputtered on through the first part of September. The best summary of the campaign was later provided by Admiral Halsey. *“Our original plan allotted 15,000 men to wipe out the 9,000 Japanese on New Georgia; by the time the island was secured, we had sent in 50,000. When I look back...the smell of charred reputations still makes me cough....”*

Halsey had learned his lesson from New Georgia even while that battle continued. The next target on his original list had been the island of Kolombangara, just off the coast of New Georgia and also strongly garrisoned. Rather than launch another costly ground assault on Japanese fortifications in the jungle, Halsey decided to bypass the island completely and leap frog to Vella Lavella, 15 miles to the northwest of Kolombangara and lightly held.

The Japanese forces stranded on Kolombangara had no offensive capability and could be safely allowed to “die on the vine.” In effect, Halsey had just invented the concept of “island-hopping” that would dominate the war in the Pacific.

In Washington, the Joint Chiefs of Staff came to the same conclusions.

From the summer of 1942 on, their consistent goal in the Pacific war had been to capture the great Japanese strong point at Rabaul. By August of 1943, however, they began to consider alternatives. There were some 90,000 Japanese troops at Rabaul. Given the previous grim experiences in the Pacific, it was obvious that storming this position in a pitched battle would require bringing up huge forces, which would create an “intolerable demand” on resources and manpower. Instead, the Joint Chiefs of Staff decided to switch strategy. Allied airpower and seapower could be used to neutralize and bypass Rabaul without engaging in ground combat.

Here was the application of an “island-hopping” strategy on a grand scale. MacArthur was stunned by the decision. Months later, he expressed the opinion that the decision to forego the capture of Rabaul “would go down in history as one of time’s greatest military mistakes.”

MacArthur was wrong. Instead, the “island-hopping” technique used in the Pacific made MacArthur’s military reputation and paved the way for some of the greatest victories in the history of the United States Army. ✱

Editor’s Note: This is part three of a series of articles provided by Dr. Finnegan, U.S. Army Intelligence and Security Command’s History Department, Fort Belvoir, Va.

Want a Government Job?

Resume In, SF 171 Out

From The Office of Personnel Management

The U.S. Office of Personnel Management recently overhauled the way the federal government hires employees. James B. King, Director of Office of Personnel Management (OPM), threw out the dreaded job application, Standard Form 171, used in various guises since 1938.

Now, if you want a job with the federal government, you can take advantage of an expanded, customer-oriented employment information system.

You can apply for most jobs with a resume, eliminating the need to complete special application forms in most cases. Just follow the three basic steps of the simplified employment process:

Step 1: Get onto the Federal Employment Information Highway. This system allows you to go to one place for information about almost all job opportunities in the federal government. OPM created the Employment Information Highway that distributes up-to-date job vacancy information across the country. The elements of this system are listed below.

The **Career America Connection**, (912) 757-3000, is on-line seven days a week, 24

hours a day. This telephone-based, automated employment information system provides instant access to information on current job vacancies, student employment programs, and many other employment information topics.

The Federal Job Opportunities Bulletin Board, (912) 757-3100, is open seven days a week, 24 hours a day. This quick and easy electronic bulletin board contains "electronic want ads" for the federal government and much more. You may scan current open examination and vacancy announcements nationwide while you're on line or download them to your computer. The Federal Job Opportunities Board can also be reached through Internet (TELNET only) at FJOB.MAIL.OPM.GOV or 198.78.46.10

The Federal Job Information Touch Screen Computers are easy-to-use touch screen computers that list job vacancies and other employment information. Computers are located at OPM's Federal Employment Information Centers (check your local telephone directory for one near you), other federal agencies, colleges, and public access locations. Telephone Device for the Deaf (TDD) is available at (912) 744-2299.

Each **State Employment Service office** lists current open federal examination and vacancy announcements.

Step 2: Find the job that interests you. Over half of about 3,000 federal vacancies listed on the Employment Information Highway are open to the public, including special outreach programs.

Step 3: Follow the instructions to apply for the job. In some cases, such as of Professional Nurse and Border Patrol Agent positions, you can apply for a federal job by telephone.

Although OPM's Telephone Application Processing System is limited to a few occupations, this system will expand in the near future.

For some jobs, you will be asked to complete a questionnaire that can be read by a computer.

These forms are easy to complete and can be processed more quickly and accurately.

For other jobs, you may submit a resume or the Optional Application Form for Federal Employment.

You can obtain this form from any of the nationwide OPM Federal Employment Information Centers (check the U.S. Government listings in your area) or by calling the Career America Connection on (912) 757-3000.



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Family Friendly Sick Leave Policy

President Bill Clinton signed legislation allowing government employees to use sick leave to care for ill family members.

The Federal Employees Family Friendly Leave Act was effective December 22, 1994.

The measure contains a broad definition of "family." Employees can now use sick leave to care for a spouse; parents; spouse's parents; children, including adopted children and their spouses; brothers and sisters and their spouses; or any individual related by blood or affinity whose close association with the employee is equivalent to a family relationship.

All employees can use at least five of their 13 sick days per year for family care. They are allowed to use an additional eight days, provided they retain at least 80 hours in their account.

Office of Personnel Management officials are working on the regulations, so details are not in place.

They said they will evaluate the policy during a three-year pilot run and report to Congress.

(American Forces Information Service)

Fast Track Teaching Certification

Officials at Paine College in Augusta, Ga., are accepting applications from retiring or departing service members interested in getting teaching credentials.

Under Fast Track, members ending their military careers can earn certification in four months.

The program is also open to civilian employees from DoD and the Department of Energy losing their jobs to federal cutbacks.

Eligible members may apply for the September session now; registration deadline is July 15, 1995. The 120-day teaching course is certified by the state of Georgia.

Its goal is to train high school and middle grade teachers to pass the Georgia state teaching exam and take teaching jobs within the state.

Georgia also has reciprocal agreements with over 30 states, so graduates can teach in them as well.

Fast Track costs students about \$4,500 per person to enroll. "Traditional teacher certification programs take 18 to 24 months," said Paine College program manager Henry Brigham.

Brigham added that military personnel should investigate the Troops-to-Teachers program, where some financial assistance is available.

For more information on Fast Track, call Brigham at 1-706-821-8211 or fax requests to 1-706-821-8293.

You can also write to Paine College, Fast Track Teacher Certification Program, 1235 15th Street, Augusta, GA 30901-3182.

(American Forces Information Service)

Rehiring Limits on VSI/SSB Civilians

Servicemembers who receive Voluntary Separation Incentive and Special Separation Benefit payments now face losing them if hired by DoD after October 1, 1994.

As part of the fiscal 1995 Defense Appropriations Act, members who separate with VSI or SSB forfeit those benefits if hired to DoD civilian positions within 180 days of separation. President Bill Clinton signed the Act in September, 1994.

The sanction applies to active duty

members and full-time National Guardsmen.

The law affects only those who separate and are hired after September 30, 1994. Service members released from duty before Oct 1 retain their VSI/SSB payments regardless when hired.

All VSI/SSB recipients appointed to DoD civilian positions after the 180-day period passes also retain their separation bonuses.

Under the provision, officials said, DoD will use "established debt collection procedures" to recover VSI/SSB payments from affected new hires. Until new procedures are developed, service members studying VSI/SSB options and DoD civilian employment should check with both local transition assistance and civilian personnel offices for updates.

(Sgt. 1st Class Stephen Barrett)

DoD Adds \$2.7 Billion to Improve Quality of Life

Defense Secretary William Perry announced plans in November to add \$2.7 billion to support military quality of life issues over the next six years.

The program will increase housing allowances for service members living off military installations and create a cost of living allowance for members residing in high-cost-stateside areas.

It will upgrade installation family housing, troop dormitories and day care centers.

Calling the decision a readiness issue, Perry said DoD would take funds from DoD's modernization account. "No weapon system is more important than the people who operate and maintain it," he said.

(Sgt. 1st Class Stephen Barrett)



Women Recruited for Expanding Fields

With 80,000 new jobs open to women, defense officials are hoping a new advertising campaign will attract more young women into the armed services.

Beginning this spring, color advertisements will appear in young women's magazines such as *Essence* and *Seventeen*. DoD officials hope to draw women to military service—*if* only for four years.

The approach is similar to recruiting men through *Sports Illustrated*, *Car and Driver* and *Popular Mechanics*, but on a smaller scale.

"This isn't a huge campaign," said Army Lt. Col. Martha Cavaiani, DoD's assistant director for advertising policy. "It is very focused on those young women who are trying to make that first career decision."

(Sgt. 1st Class Stephen Barrett)

Army Health Care Management Changes

Management of Army medicine is getting closer to customers, as functions move from the new U.S. Army Medical Command Headquarters to Health Service Support Areas in eight geographical regions.

The concept is that HSSAs will have control over day-to-day operations in Army medical-care facilities, while MEDCOM Headquarters will provide strategic vision and guidance.

HSSAs will play a major part in medical readiness by coordinating training of combat and support units, both active and Reserve.

This ensures the entire Army medi-

cal structure can support the Army in combat as an integrated team.

(Jerry Harben, *Army News Service*)

Army Selects Experimental Force

The 2nd Armored Division at Fort Hood, Texas, was chosen as the Army's "Experimental Force," to gain insights into new equipment, organizational designs and operational and doctrinal concepts for America's 21st century Army Force XXI.

The "EXFOR" will conduct experiments to further develop concepts contained in U.S. Army Training and Doctrine Command Pamphlet 525-5, "Force XXI Operations."

Its initial component will be a redesigned, digitized, brigade-size task force called Task Force XXI, plus a combat support and combat service support "slice" from divisional units.

"Slice" units provide intelligence, artillery, aviation, air defense, engineer, maintenance, medical and logistics support to the task force during combat operations.

Along with a division command and control element, Task Force XXI will conduct an Advanced Warfighter Experiment of digitized communications and fire control equipment slated for early 1997.

The Task Force XXI experiment further evaluates the operability of "seamless" communications between command levels, designed to improve control of maneuver units and the integration of fires of weapons systems available to the commander with the commander's battlespace.

(*Army News Service*)

CHAMPUS Deductibles, Cost Caps Tracked

Beneficiaries of the Civilian Health and Medical Program of the Uniformed Services now have the status of their fiscal year outpatient deductibles and "catastrophic caps" tracked automatically through a new, CHAMPUS-wide, centralized system.

In the past, CHAMPUS claims processing contractors could not automatically share information with one another.

That meant if you filed claims with more than one CHAMPUS contractor in a fiscal year, you often had to provide documentation to the second contractor, showing how much you had paid towards annual deductibles and cost caps.

Now, the Central Deductible and Catastrophic Cap File will do it for you.

Beginning with health care services received on or after Oct. 1, 1994, the CDCF tracks how much each patient or family pays in cost-shares and the annual outpatient deductible for CHAMPUS covered medical expenses.

The CDCF enables CHAMPUS contractors to use the CHAMPUS Explanation of Benefits form to tell families how much they have paid toward their deductibles and toward the cost cap at any time during a fiscal year.

If you received care before Oct. 1, 1994, in more than one state and sent claims to more than one CHAMPUS claims processor, you should mail the Explanation of Benefits form from the initial claims processor to all other processors to whom claims were sent.

(*Army News Service from a CHAMPUS release*)

WANTED: MI Soldiers to Excel!

By Command Sgt. Maj. Art Johnson

Each year the Army and the National Security Agency offer several professional training opportunities for MI soldiers. I encourage soldiers and commanders to maximize the use of these programs. The payback to the unit, the Army and the soldier for the time and effort expended is well worth the investment. All programs except CY-200, which may be either PCS or TDY, involve a PCS move.

Program announcements are usually made in the November-February timeframe. All OCONUS applicants must meet the PCS timeline stated in the announcement for that fiscal year. CONUS applicants must have 24 months time-on-station at time of application. As each program is announced, look for articles in the INSCOM Journal reminding soldiers of these opportunities. Until then, listed below are the programs, eligibility criteria, and application procedures.

1. Undergraduate/Postgraduate Intelligence Program (UGIP/PGIP). This program provides insight into collection management, production and dissemination of intelligence products, and analysis and warning operations. Students awarded 45 quarter hours of credit and appropriate level college degree.

Eligibility criteria:

- 96/98 CMF
- Sgt.-Sgt. 1st Class
- GT score of 110 or higher
- No less than four years working experience in the intelligence field
- Possess a TS/SI clearance
- Must have completed 15 semester hours of college credit with at least a 2.0 GPA

2. Cryptologic Skills for Noncommissioned Officers (CK-155). This six-month course provides mid-level enlisted students with the skills and knowledge needed for key positions in cryptologic operations. For a listing of core curriculum, see Cryptologic Training System Course Catalog FY-95.

Eligibility criteria:

- Five years in 98 CMF
- Less than 10 years time-in-service
- Sgt. or Staff Sgt. (promotable staff sergeants are not eligible)

3. Senior Enlisted Cryptologic Course (CY-200). This



six-week course increases the cryptologic supervisors' understanding of the relationship and functions of the cryptologic community. It also provides information on the latest developments in technology, operations, plans and policies, and a variety of subjects outside the students' area of specialization. For course curriculum, see Cryptologic Training System Course Catalog FY-95.

Eligibility criteria:

- Eight years in 98 CMF
- Less than 15 years time-in-service
- Staff Sgt.-Master Sgt.

4. Middle Enlisted Cryptologic Career Advancement Program (MECCAP). This three-year work/study program develops the technical and managerial skills of mid-level enlisted students through formal training and individually tailored operational assignments at NSA. For course curriculum, see Cryptologic Training System Course Catalog FY-95.

Eligibility criteria:

- Seven years in 98 CMF
- Less than 12 years time in service
- Staff Sgt.-Staff Sgt. 1st Class

5. Military Intern SIGINT Analyst Program (MINSAP). A three-year program prepares, through formal training and individually tailored operational assignment at NSA, highly qualified military enlisted personnel in MOS 98C to fill multi-skilled, advanced technical positions.

Eligibility criteria:

- At least five years working experience as a 98C
- No less than five and no more than eight years total active military service
- Sgt. or Staff Sgt.

6. Military ELINT Signal Analyst Program (MESAP). This three year program further develops the managerial and technical skills of military enlisted personnel in MOS 98J through formal training and individually tailored op-

erational assignments at NSA.

Eligibility criteria:

- At least five years working experience as a 98J
- No less than five and no more than eight years total active military service
- Sgt. or Staff Sgt.

7. Military Language Program (MLP). This three-year program (administered by NSA) prepares mid-career linguists to more effectively deal with the most difficult aspects of their language through advanced formal training and individualized study.

Eligibility criteria:

- 98 CMF
- No less than four and no more than 12 years total active military service
- Speciality of Russian, Arabic, Spanish or Persian-DLPT score of 2/2
- Spc.-Staff Sgt.

8. Military COMINT Signals Ana-

lyst Program (MCSAP). This three-year program prepares highly qualified, active duty, career military enlisted personnel in MOS 98K to fill COMINT signals analysis positions through advanced formal training and individually tailored operational assignments at NSA. The implementing circular is due out soon.

Eligibility criteria:

- At least one operational assignment as a 98K
- No less than four and no more than 12 years total active military service
- Sgt. or Staff Sgt. (waivers for exceptional SPCs will be considered)
- Obligated active duty service commitment of six years upon entering MCSAP

All applications require the standard DA Forms 4187, 2A and 2-1, as well as an individuals' last two NCOERs. Letters of recommendation are optional, but acceptable for all programs. Additional requirements are as

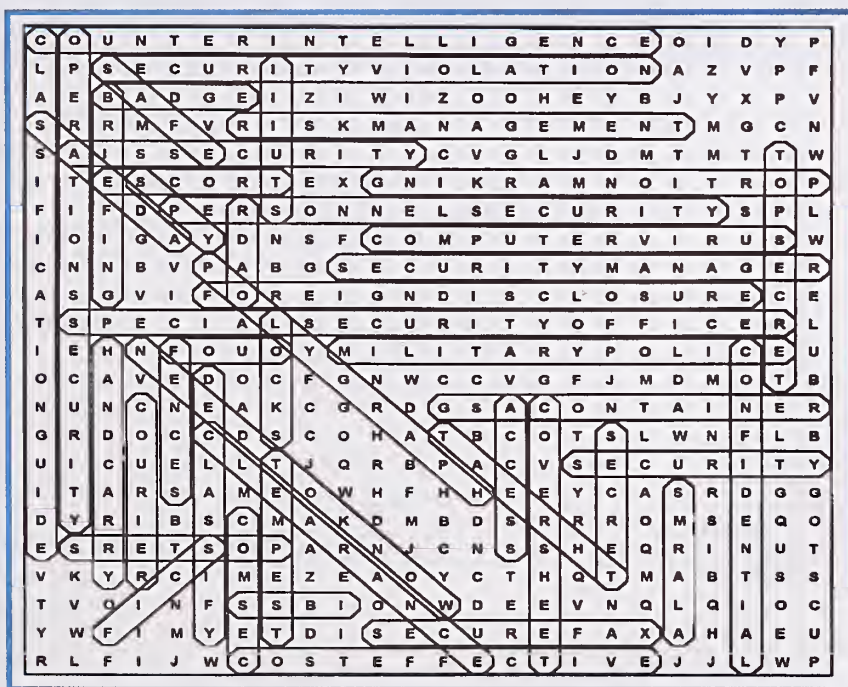
follows:

- DA Photo (within previous 12 months): UGIP/PGIP/MECCAP/MINSAP/MESAP/MLP
- Resume: UGIP/PGIP/CK- 155/MECCAP/MINSAP/MESAP/MLP
- College transcripts: UGIPI/PGIP/MECCAP/MINSAP/MESAP/MLP
- Commander's statement of eligibility: CK-155/CY-200
- DA 330 (no more than one-year old at time of application): MLP

Applications will be forwarded to PERSCOM for final selection, but should first be sent for review/endorsement to the following address: Commander, USAINSCOM, ATTN: IAOPS-FR-T-T, 8825 Beulah Street, Fort Belvoir, VA 22060-5246

These are excellent programs which benefit the soldier, INSCOM and the Army—everybody's a winner! ✱
—Information for this article provided by Sgt. 1st Class Chris Nolan, Force Readiness, Fort Belvoir, Va.

Puzzle Solution — Security





CLASSIC WWII HUMOR RETURNS



"Eeeeeek!"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JANUARY-FEBRUARY 1945

JANUARY

1 (WE) U.S. Third Army continues Ardennes counter-offensive with VIII and III Corps. Germans launch operation NORDWIND against U.S. Seventh Army.

2 (PI) Convoys of Luzon Attack Force assemble in Leyte Gulf. First echelon, Minesweeping and Hydrographic Group, leaves Leyte Gulf for Luzon and draws kamikaze attack.

3 (WE) 21st Army Group, U.S. First Army starts counteroffensive to reduce enemy's Ardennes salient. 4th Armored Division continues to defend corridor into Bastogne.

9 (L) U.S. Sixth Army begins landing on Luzon after aerial and naval bombardment.

17 (WE) U.S. First Army reverts to U.S. 12th Army Group on 17-18. 101st Air-

borne division captures Bourcy and Hardingny.

17 (EE) First White Russian Front overruns Warsaw. Second White Russian Front holds Ciechanow to the north.

18 (B) U.S. 5332d Bde gains hold on Loi-kang Ridge, commanding Burma Road, getting artillery into firing position.

FEBRUARY

1 (WE) 21st Army Group: U.S. Ninth Army prepares for Operation GRENADE, large-scale offensive across the Roer.

4 (IC) Big Three Leaders (Franklin Delano Roosevelt, Josef Stalin, and Winston Churchill) meet at Livadia Palace in Yalta to negotiate the fate of Europe after victory.

14 (WE) 450 American bombers hit Dresden's historic city center, previously untouched in the war. City burns for seven days.

16 (IJ) Allied aerial bombardment of Iwo Jima military installations begins simultaneously with the Joint expeditionary forces leaving Saipan.

19 (IJ) US landings on Iwo Jima of 4th and 5th Marine Div with the 3rd Marine Div in reserve—2,420 casualties with 600 dead.

Event Locations:

- (B) Burma
- (EE) Eastern Europe
- (IC) International Conference
- (IJ) Iwo Jima
- (L) Luzon
- (WE) Western Europe
- (PI) Philippine Islands

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

January 1995

March of Dimes Birth Defects Prevention Month

- 1 New Year's Day (219th Year of American Independence)
- 1 INSCOM organized, 1977
- 12 Congress authorizes the President to use force to remove Iraq from Kuwait, 1991
- 14 Ratification Day—U.S. ratified Treaty of Paris ending Revolutionary War, Annapolis, Md., 1784
- 15 Humanitarian Day
- 16 Birth anniversary of Dr. Martin Luther King Jr. (Federal Holiday)
- 27 Anniversary of Vietnam Conflict end
- 31 Anniversary of Ironclads Battle in Charleston Harbor, 1863

February 1995

American Heart Month American History Month Black History Month

- 1 Freedom Day
- 2 Groundhog Day
- 14 Valentine's Day
- 20 President's Day (Federal Holiday)
- 22 Birth anniversary of George Washington
- 27 100-Hour War ends in Kuwait, 1991

1995

January 1995

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July 1995

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August 1995

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September 1995

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November 1995

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December 1995

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COMMANDER
USA INSCOM
ATTN IAPA
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246

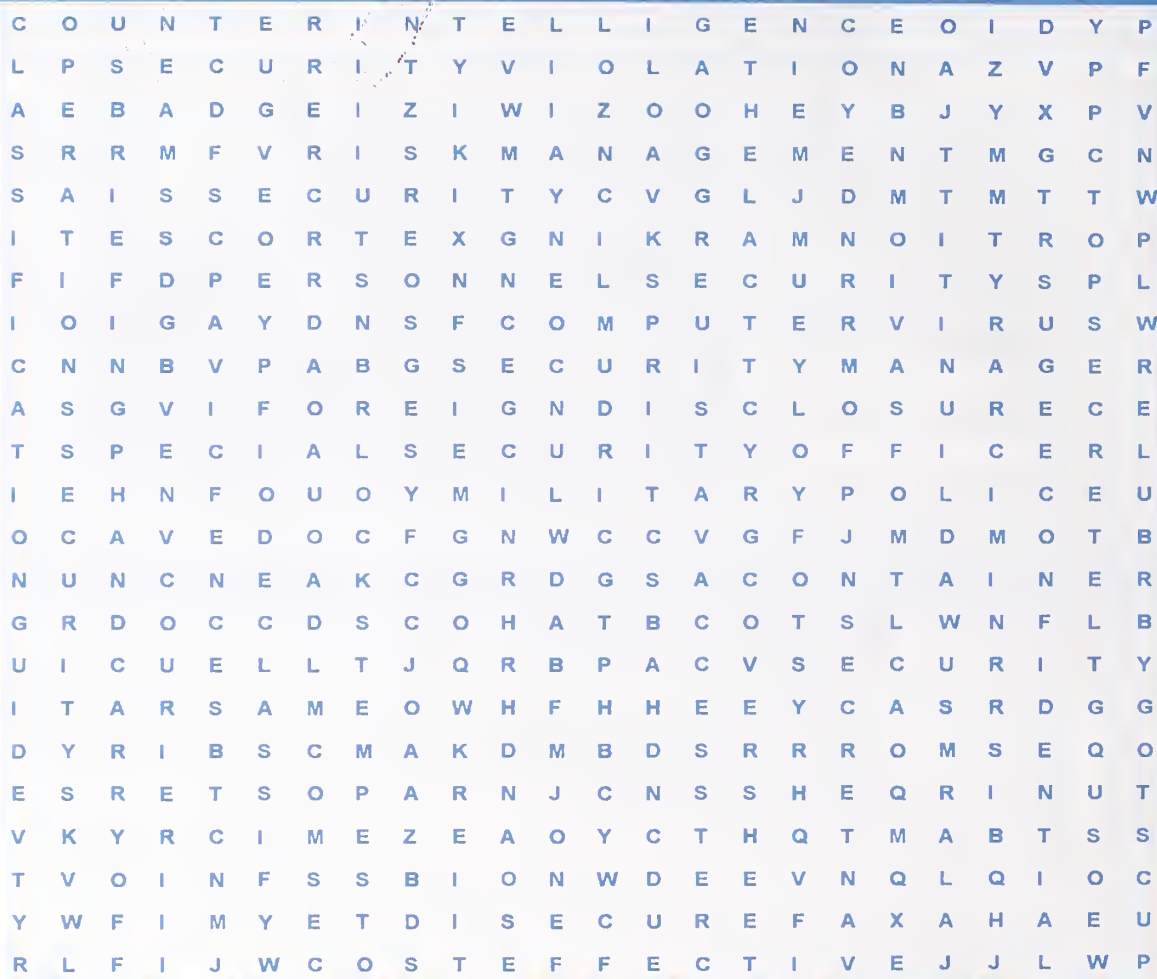


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FLARE

Security

By the Office of the Deputy Chief of Staff for Security



Words may be read straight across, backward, up, down or diagonally.
The solution is on page 33.

ACCESS
AISSECURITY
ALARMS
BADGE
BRIEFING
CLASSIFICATIONGUIDE
CLEARANCE
COMPUTERVIRUS
COMSEC
CONFIDENTIAL
COSTEFFECTIVE
COUNTERINTELLIGENCE

COURIER
COVERSHEET
DECLASSIFY
ESCORT
FENCES
FOREIGNDISCLOSURE
FOUO
GSACONTAINER
HANDCARRY
LOCKS
MILITARYPOLICE
NEEDTOKNOW

OADR
OPERATIONSSECURITY
PERSONNELSECURITY
POLYGRAPH
PORTIONMARKING
POSTERS
RISKMANAGEMENT
SAEDA
SAFE
SCIF
SECRET
SECUREFAX

SECURITY
SECURITYMANAGER
SECURITYVIOLATION
SPECIALSECURITYOFFICER
SPY
SSBI
STUIII
TEMPEST
THREAT
TOPSECRET